

**RECORDATI S.p.A.**

**CORPORATE GOVERNANCE REPORT  
AND OWNERSHIP STRUCTURE**

**FINANCIAL YEAR 2017**

pursuant to article 123 *bis* of the Consolidated Finance Law, article  
89 *bis* of Consob Issuers' Regulations

Approved by the Board of Directors  
on 15<sup>th</sup> March 2018

Website: [www.recordati.it](http://www.recordati.it)

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## GLOSSARY

**Board:** the Board of Directors of Recordati S.p.A..

**CC:** the Italian Civil Code.

**Code:** the Corporate Governance Code for listed companies approved in July 2015 by the Corporate Governance Committee and promoted by Borsa Italiana Spa, the Italian Banking Association, Ania (national insurance association), Assogestioni (national association of asset management companies), Assonime (association of joint stock companies) and Confindustria (Confederation of Italian Industry).

**Consob Issuers' Regulations:** the regulations issued by the Consob (Italian securities market authority) with Resolution No. 11971 of 1999 (as subsequently amended) for issuers.

**Consob Markets Regulations:** the regulations issued by the Consob (Italian securities market authority) with Resolution No. 20249 in 2017 for markets.

**Consob related-party regulations:** the regulations issued by the Consob with Resolution No. 17221 of 12<sup>th</sup> March 2010 (as subsequently amended) concerning transactions with related parties.

**Issuer:** Recordati S.p.A..

**Year:** the financial year to which this report relates (2017).

**Report:** the corporate governance report and the ownership structure that issuers are required to prepare pursuant to article 123-*bis* of the Consolidated Finance Law.

**TUF:** Legislative Decree No. 58 dated 24<sup>th</sup> February 1998 (*Testo Unico della Finanza*) the TUF.

## **1. PROFILE OF THE ISSUER AND GENERAL INFORMATION**

Recordati (Reuters RECI.MI, Bloomberg REC IM) was founded in 1926 and is listed as a joint-stock share company in the FTSE MIB index of Borsa Italiana Spa (ISIN IT 0003828271).

The Company and the Group that it leads has approximately 4,000 employees. They perform research and development, production, marketing and sales of pharmaceuticals and pharmaceutical chemicals. They perform their activities in the principal countries of the European Union, in Russia and in other Central and Eastern European countries, in Turkey, in North Africa and in the United States of America.

As at 31<sup>st</sup> December 2017 the Group was composed of 45 subsidiaries (of which three Italian), in addition to the Parent Company, Recordati S.p.A..

The primary objective of Recordati's corporate governance system is the creation of value for shareholders by means of a responsible and sustainable coach, without, however, losing sight of the social importance of the activity performed and of all the stakeholders involved. Recordati's values are described in the Code of Ethics, which was updated most recently on 4<sup>th</sup> May 2017 by the Board of Directors and may be consulted on the Recordati website<sup>1</sup>).

The corporate governance structure of the Company is based on a conventional organisational model and therefore consists of the following corporate bodies: (i) the Shareholders' Meeting, (ii) the Board of Directors, (iii) the Board of Statutory Auditors. Accounting control is delegated, in compliance with the relative legislation in force, to a firm of auditors registered in the special roll maintained by the Consob (Italian securities market authority). A "231" (administrative liability) Supervisory Committee has also been appointed which oversees the proper functioning of the "231 Model" and is responsible for updating it.

The Board of Directors has formed two committees from among its members with consultative and proposal-making functions: the Remuneration Committee, the Audit, Risk and (since April 2017) sustainability Committee, both consisting exclusively of independent directors.

Recordati adheres to and complies with the Corporate Governance Code for listed companies (the July 2015 edition) with the additions and necessary amendments resulting from the characteristics of the Group as mentioned in this report (may be consulted on the website of Borsa Italiana: <http://www.borsaitaliana.it>).

Unless otherwise indicated, the information contained in this report relates to the financial year ended 31 December 2017 and, in relation to specific subjects, to the date of its approval by the Board of Directors (15 March 2018).

In some cases the Report makes reference to documents and information which may be consulted on the corporate website ([www.recordati.it](http://www.recordati.it)).

## **2. INFORMATION ON THE OWNERSHIP STRUCTURE (pursuant to Art. 123 bis, paragraph 1 of the Consolidated Finance Law)**

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[http://www.recordati.it/en/corporate\\_governance/compliance\\_programmes/\\_recordati-code-of-ethics-amended-on-4th-may-2017.pdf](http://www.recordati.it/en/corporate_governance/compliance_programmes/_recordati-code-of-ethics-amended-on-4th-may-2017.pdf)

**a) Structure of the share capital and rights attaching to shares (pursuant to Art. 123 *bis*, paragraph 1, letter a) of the Consolidated Finance Law)**

The subscribed and paid in share capital amounts to € 26,140,644 and is represented by 208,507,656 ordinary shares each with a par value of € 0.125 as reported in the table at the end of this section. The shares are listed on the *Mercato Telematico Azionario* (electronic stock exchange) operated by Borsa Italiana and issued under a dematerialisation regime.

The rights attaching to the shares are set out in the Corporate By-Laws. More specifically, each share entitles the holder to a proportional part of the profits allocated for distribution; Art. 28 of the Corporate By-Laws provides that the net profits on the balance sheet are to be distributed as follows: (a) 5% (five percent) to the legal reserve fund up to the amount established by the law; (b) the remainder, unless the Shareholders' Meeting, as proposed by the Board, resolves to allocate funds for extraordinary reserves or for other purposes, or to postpone part or all of the distribution to all shares to successive years, to be distributed to all shares. The Board of Directors may resolve to distribute interim dividends, within the limits and according to the procedures established by law. Dividends not collected within five years following the day on which they became payable shall revert to the Company and are recognised in the extraordinary reserve.

As reported in the table below, there are no other categories of shares, nor other financial instruments that assign the right to subscribe to new share issues, with the exception of the conditions indicated below in the context of stock option plans.

As concerns outstanding stock option plans and any share capital increases there may be at the service of those plans, reference is made to the information documents prepared in accordance with Art. 84-*bis* of the Consob Issuers' Regulations relating to each outstanding stock option plan, available on the Company website at the address:

[http://www.recordati.it/it/corporate\\_governance/remunerazioni/piani\\_di\\_stock\\_options](http://www.recordati.it/it/corporate_governance/remunerazioni/piani_di_stock_options). The Remuneration Report pursuant to 84-*quater* of the Issuers' Regulations may also be consulted, available on the Company website ([http://www.recordati.it/en/corporate\\_governance/remuneration/remuneration\\_reports/](http://www.recordati.it/en/corporate_governance/remuneration/remuneration_reports/)).

STRUCTURE OF THE SHARE CAPITAL			
	Number of shares	% of share capital	Listed/unlisted
Ordinary shares	209,125,156	100	Listed
Shares with multiple voting rights	0	0	
Shares with limited voting rights	0	0	
Shares with no voting rights	0	0	

No other financial instruments exist which give the right to subscribe newly issued shares.

**b) Restrictions on transfer of securities (pursuant to Art. 123 - bis, paragraph 1, letter b) of the TUF)**

The shares of the Company are freely transferable.

**c) Significant investments in share capital (pursuant to Art. 123-bis, paragraph 1, letter c) of the TUF)**

On the basis of information received, in accordance with article 120 of Legislative Decree No. 58/1998, as at 14<sup>th</sup> March 2018 the following parties held shares, either directly or indirectly, amounting to more than 3% of the share capital ("significant holdings").

<b>SIGNIFICANT INVESTMENTS IN THE SHARE CAPITAL</b>			
<b>Declarer</b>	<b>Direct shareholder</b>	<b>Percentage (%) of ordinary share capital</b>	<b>Percentage (%) of voting share capital*</b>
<b>FIMEI S.p.A.</b>	<b>FIMEI S.p.A.</b>	51.791%	51.791%

\* As is known treasury stock consists of shares on which voting rights are only temporarily suspended in accordance with the law.

As at 14 March 2018, Recordati S.p.A. has n. 4,873,604.00 own shares in Treasury stock which amount to 2.33% of the current share capital on which voting rights are suspended in accordance with the law.

Significant shareholdings may be consulted on the Consob website ([www.consob.it](http://www.consob.it)).

**d) Securities with special control rights (pursuant to Art. 123-bis , paragraph 1, letter d) of the TUF)**

No securities with special rights of control have been issued.

**e) Shareholding by employees: exercise of voting rights (pursuant to Art. 123-bis, paragraph 1, letter e) of the TUF)**

No shareholding system exists for employees which involves the exercise of voting rights which is different from that provided for shareholders in general.

**f) Restrictions on voting rights (pursuant to Art. 123-bis, paragraph 1, letter f) of the TUF)**

Each ordinary share gives the right to vote without any restrictions.

**g) Shareholders' agreements (pursuant to Art. 123-bis, paragraph 1, letter g) of the TUF)**

The Company has no knowledge of the existence of shareholders' agreements pursuant to TUF Art. 122.

**h) Change of control clauses (pursuant to Art. 123 bis, paragraph 1, letter h) of the TUF) and by-law provisions concerning public tender offers to purchase (pursuant to Art. 104, paragraph 1-ter and 104-bis, paragraph 1)**

The Company and some of its subsidiaries are, in relation to their business operations, parties to some licensing agreements that include a clause, which is a normal provision in international agreements, authorising the Licensor to dissolve the contracts in the event of change of direct or indirect control of the Licensee.

In addition, bonds have been issued by the American subsidiary Recordati Rare Diseases Inc (in 2013 and guaranteed by the Company) and by the Company itself (in 2014 and in 2017) – for totals of US\$145 million euro and €125 million - both privately placed with international investors and major loan agreements have also been signed by the Company – for a total of €405 million. As is normal in financial operations of this type, they include a clause, which authorises the creditors to obtain immediate repayment if the control of the Company changes.

The By-Laws of the company do not allow exceptions to the provisions concerning takeovers on the passivity rule pursuant to Art. 104, paragraphs 1 *ter* of the Consolidated Finance Law nor do they allow the application of neutralisation rules pursuant to Art. 104-*bis*, paragraphs 1 of the Consolidated Finance Act.

**i) Powers to increase the share capital and authorisations to purchase treasury shares (pursuant to Art. 123 *bis*, paragraph 1, letter m) of the Consolidated Finance Law)**

The Board of Directors was authorised to increase share capital, pursuant to CC Art. 2443 by a Shareholders' Meeting of 11<sup>th</sup> April 2017.

The increase in the share capital may be performed in one or more tranches, free of charge or by payment, for a total maximum nominal amount of € 50,000,000 within a period of no more than five years from the date of the resolution, by issuing ordinary shares and/or warrants for the subscription to such shares, to assign or to offer as an option to shareholders, with the right pursuant to the joint provisions of CC Art. 2441, last paragraph and TUF Art. 134, second paragraph, to offer subscription to the shares to Recordati S.p.A. employees or to subsidiaries of the Company in relation to the stock option plans decided by the Shareholders' Meeting (and therefore with the possibility to exclude the option rights to one fourth of the new issue). The Board of Directors may also decide that the issue should be performed with a share premium, setting the amount and also specifying that if the issue decided is not fully subscribed within the time limits set from time to time, the share capital shall be increased by an amount equal to the subscriptions received by the time limit set.

To this date, the Board has not yet acted on this mandate, not even partially.

That same Shareholders' Meeting authorised Directors, in accordance with Art. 2420-*ter* of the C.C. to decide the issue in one or more tranches, for a total maximum nominal amount of € 80,000,000, of bonds convertible to ordinary shares, or valid warrants to subscribe to such shares, to offer in option to shareholders within a period of no more than five years from the date of resolution, in observance of applicable law and regulations concerning the issuing of bonds, and at the same time, deciding an increase of share capital for the amount that corresponds to the nominal value of the shares to be attributed in conversion.

To this date, the Board has not yet acted on this mandate, not even partially.

The By-Laws do not authorise the Board to issue financial instruments of participation.

\*

In ordinary session on 11<sup>th</sup> April 2017 a Shareholders' Meeting renewed the authorisation to purchase and assign treasury shares, pursuant to CC articles 2357 et seq, until approval of the financial statements at 31<sup>st</sup> December 2017, scheduled for 18<sup>th</sup> April 2018. In particular, the maximum number of shares that may be acquired, after accounting for the number of treasury shares already held in the Company's portfolio, is 10,000,000, which corresponds to a total potential payment of not more than € 300,000,000, at a minimum price not less than the nominal



value of Recordati shares (€ 0,125) and a maximum price not greater than the average of official Borsa prices during the five sessions prior to the acquisition, plus 5%. These shares must be purchased on regulated markets, in accordance with and by the methods stated in Article 144-bis, first paragraph, point (b) of the Consob Issuers' Regulations and EU Regulation 596/2014 of 16<sup>th</sup> April 2014 and related implementation legislation, where applicable, as well as in accordance with market practices admitted by the Consob pursuant to Article 180 of the TUF.

At year-end, the Company held 863,262 treasury shares in portfolio, which represent 0.413% of the share capital.

On the basis of that shareholders' resolution, on 11<sup>th</sup> July 2017, a programme was commenced to purchase treasury stock to be used at the service of stock option plans already adopted by the Company and for those which may be adopted in the future, designed for employees of the companies in the Recordati Group. As part of the implementation of that programme, from 11<sup>th</sup> July 2017 until the date of this report, the Company purchased n. 4,096,842 ordinary shares for a total payout of € 121,764,618.00.

In consideration of the expiry of the current authorisation which will occur when the Shareholders' Meeting is held to approve the 2017 Annual Report, the Board resolved to submit a proposal to the Shareholders' Meeting convened to approve the 2017, annual report to renew the authorisation to purchase and assign treasury stock in order to maintain the necessary operational flexibility over an appropriate time horizon. The Directors Report on the relative item on the agenda, which will be made available within the legal time limits on the Company website and elsewhere, may be consulted for further information.

#### **j) Management and co-ordination activities (pursuant to Art. 2497 *et seq* of the CC)**

Although controlled by Fime S.p.A, the Company is not subject to management and co-ordination by the same, pursuant to CC articles 2497 *et seq.*.

Fime S.p.A. is a mere financial holding company with no operations of any kind; no procedures exist to furnish authorisations or instructions to the Company in its relations with the Parent Company and therefore the Company sets its own strategic and operating policies in full autonomy.

The fully controlled Italian subsidiaries have acknowledged management and co-ordination by the Company and have fulfilled legal disclosure requirements in this respect.

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#### **k) Other information**

The information required by Art. 123 bis, paragraph one, letter i) of the TUF (*"agreements between the Company and directors, members of the board of directors or the supervisory board, which provide for the payment of indemnities in the event of resignation, dismissal without just cause or if the contract of employment is interrupted following a public tender offer"*) is given in the Report on Remuneration published in accordance with Art. 123-ter of the TUF.

The information required by Art. 123 bis, paragraph one, letter l) of the TUF (*"regulations for the appointment and replacement of directors and for amendments to the By-Laws, if different from those applicable by law in the absence of alternative provision"*) are given in the section of the report on the Board of Directors (section 4.1).

### **3. COMPLIANCE (pursuant to Art. 123-bis, paragraph 2, letter a) of the TUF)**

As illustrated in section 1, in accordance with the procedures contained in this report, the Company adheres to the CG Code, which may be consulted on the website of Borsa Italiana at the address <http://www.borsaitaliana.it/borsaitaliana/regolamenti/corporategovernance/codice2015.pdf>.

Reasons are given where it was decided not to follow those principles or operating criteria either in the corresponding section of this report or in the corresponding section of the Report on Remuneration.

The main characteristics of the risk and internal control management systems in relation to financial reporting, including consolidated reporting, requested by Art. 123-bis paragraph 2, letter b) of the TUF are illustrated in the report on internal control and risk management (Sect. 11a).

The procedures for the functioning of shareholders' meetings, its principal powers, the shareholder rights and the procedures for exercising them, required by Art. 123-bis, paragraph 2, letter C) of the TUF, are illustrated in the section of the Report on Shareholders' Meeting (Sect. 11a).

The composition and functioning of management and supervision bodies and their committees, required by Art. 123-bis paragraph 2, letter d) of the TUF, are illustrated in the section of the Report on the Board of Directors (Sect. 4) and, in more detail for the Committees, in the section of the Report on internal Board Committees (Sect. 6).

Information regarding diversity policies applied to the management and supervision bodies and their committees with respect to age, gender numbers and educational and professional background, as required under Article 123-bis, paragraph d-bis of the TUF, are illustrated in the section of the Report on the Board of Directors (Sect. 4.2.2).

## **4. BOARD OF DIRECTORS**

### **4.1 APPOINTMENT AND SUBSTITUTION OF THE BOARD OF DIRECTORS (pursuant to Art. 123-bis, paragraph 1, letter I) of the TUF)**

Appointments and substitutions of Directors are regulated by Articles 15, 16 and 18 of the By-Laws, which in the latest version as amended on 11<sup>th</sup> April 2017 at the Shareholders' Meeting (following the renewal of mandates to increase the share capital) read in their entirety as follows:

*Art. 15) The Board of Directors shall be appointed from slates of candidates presented by shareholders, in compliance with the existing regulations in force on gender balance, according to the procedures as indicated below, in which the candidates are identified by progressive numbers.*

*Slates submitted by shareholders must be signed by the submitter, kept on file in the Company's head offices and made available to all those who so request a minimum of twenty-five days prior to the date for which the first call of the meeting is scheduled. The slates shall be subject to other forms of disclosure as provided by the legislation in effect at the time.*

*No shareholder, including shareholders who have signed a shareholders' agreement identified by Art. 122 of Legislative Decree No. 58/1998, the parent company, subsidiaries, and companies under common control pursuant to Art. 93 of Legislative Decree No. 58/1998, may not submit nor participate in the submission, not even through a third party or trust company, of more than one slate and each candidate may be present on one slate only under penalty of ineligibility. Endorsements of slates and votes cast in violation of this prohibition shall not be attributed to any slate.*

*Only shareholders individually or jointly possessing a total number of shares with voting rights representing at least 2.5% of capital stock with voting rights at ordinary meetings, or representing a lesser percentage as established by binding legislative or regulatory provisions which shall be specified in the notice of meeting, shall have the right to submit slates.*

*The following items must be filed for each slate within the respective deadlines set out above and as provided by applicable regulations: (i) statements by each candidate to the effect that each accepts candidacy and declares, assuming full responsibility, that there are no reasons preventing the candidate from being elected or rendering him unsuitable for the office, and that the candidate meets any specific requirements for the relevant office; (ii) a curriculum vitae detailing each candidate's personal and professional characteristics and indicating that the candidate may be considered independent.*

*The specific certification demonstrating title to the necessary number of shares for the presentation of the slate, issued by a legally authorised intermediary, must also be deposited within the time limits set by the relative regulations at the time when the slate is deposited at the Company.*

*Slates containing a number of candidates equal to or greater than three must be composed of candidates belonging to both genders, so that a percentage equal to that required by the legislation in force at the time concerning gender balance for the composition of the Board of Directors belongs to the less represented gender.*

*Slates that are presented but are not in accordance with the provisions as above will be considered as not presented.*

*The Board of Directors will be elected as follows:*

- a) all directors to be elected, except for one, shall be drawn from the slate that obtains the greatest number of votes according to the progressive order in which the candidates are placed on said slate;*
- b) the remaining director shall be the candidate placed at the number one position on the minority slate, which shall not be connected in any way, even indirectly, with those who submitted or voted for the slate indicated in letter a) above, which obtains the second-highest number of votes. For this purpose, slates that did not obtain a percentage of votes equal to at least half of that required for presentation of the slates as at the fourth paragraph of this article will not be considered.*

*For the purposes of the appointment of directors as indicated at point b) above, in the event of a tie between slates, the slate presented by shareholders possessing the larger shareholding, or subordinately the larger number of shareholders, shall prevail.*

*If the candidates elected through the above methods do not result in the appointment of a number of directors who meet the independence requirements established for statutory auditors by article 148, paragraph three, of Italian Legislative Decree No. 58 of 28<sup>th</sup> February 1998 equal to the minimum number established by the law in relation to the total number of directors, the non-independent candidate elected with the lowest progressive number on the slate that obtains the largest number of votes as indicated in letter a) of the foregoing paragraph shall be replaced by the first independent candidate in terms of progressive numbering that was not elected on the basis of the slate, or, failing the above by the first independent candidate in terms of progressive numbering not elected by the other slates, according to the number of votes obtained by each. This procedure of substitution will be followed until the Board of Directors is composed of a number of members who have the qualifications pursuant the Art. 148, paragraph three of Legislative Decree No. 58/1998, equal at least to the minimum legal number. If this procedure does not produce the latter result, the substitution will be effected by resolution of the Shareholders' Meeting by relative majority, after presentation of candidates who possess the qualifications as cited above.*

*Furthermore, if with the candidates elected according to the above procedures the composition of the Board of Directors in compliance with the legislation in force at the time concerning gender*

*balance is not ensured, the candidate of the gender most represented elected as last in order on the slate which obtained with the largest number of votes shall be replaced by the first candidate of the less represented gender not elected in order on the same slate. That replacement procedure shall be followed until the composition of the Board of Directors in compliance with the legislation in force at the time concerning gender balance is ensured. Finally, if this procedure does not produce the result just indicated, then the replacement shall be made by a resolution of the Shareholders' Meeting by relative majority, after presentation of candidates belonging to the less represented gender.*

*If only one slate is presented, all of the Directors will be selected from the same slate. If no slate is presented the Shareholders' Meeting will decide by legal majority, without following the procedure as above. All of the foregoing is subject to compliance with the legislation in force at the time concerning gender balance.*

*Any diverse or additional compulsory provisions of the law or regulations will form an exception to these provisions.*

*Article 16) - The fees to be paid to the Board of Directors shall be established by the Shareholders' Meeting for the entire period of their term, or for each financial year, and may take the form of profit-sharing.*

*Article 18) - Unless already provided for by the Shareholders' Meeting, the Board shall appoint a Chairman and may appoint a Vice-Chairman from among its members. The Board shall also appoint one or more Managing Directors from among its members. The Chairman shall have all the powers vested in him by law; in the case of his absence or inability to attend for any reason, the said powers shall be exercised by the Vice-Chairman, or in his absence, by the most senior Director.*

*Finally, the Board shall appoint a Secretary, who need not be a member of the Board.*

It is also underlined that, on the basis of the By-Laws in force, the right to submit slates is only held by shareholders who, individually or together with other shareholders submitting slates, hold voting shares representing at least 2.5% of the voting capital in an Ordinary Meeting, or representing a lower percentage established by mandatory laws or regulations. In this respect, in accordance with articles 144-*quater* and 144-*septies* of the Issuers' Regulations adopted by Consob Resolution No. 20273 of 24<sup>th</sup> January 2018 with regard to the capitalisation of the Company in the last quarter of 2017, the percentage of the share capital required to present slates of candidates to the Board of Directors of the Company is currently 1%.

On the basis of Art. 147-*ter*, paragraph one of the TUF, the By-Laws also state that for the purposes of the distribution of votes among directors to be elected, no account is taken of slates that have not obtained a percentage of votes equal to at least half of that required for the presentation of slates.

In order to ensure the election of at least one minority director, the By-Laws state that all the directors to be elected except for one shall be drawn from the slate which obtained the greatest number of votes in the order in which they are listed on that slate. The remaining director is the candidate placed in the number one position on the minority slate, which shall not be connected in any way, even indirectly, with the shareholders who submitted or voted for the majority slate and which obtained the majority of votes from the shareholders. In the case of a tied vote between slates, the minority director shall be drawn from the slate presented by the shareholders in possession of the greater number of shares or, secondarily, with the greatest number of shareholders.

As concerns the mechanism adopted to ensure that a minimum number of independent directors are elected in compliance with Art. 147-*ter*, paragraph four of the TUF, the By-Laws state that if the

number of independent directors is not reached, the non-independent candidate elected in last place on the majority slate shall be replaced by the first independent candidate in progressive order not elected on that slate, or, if there is none, by the first independent candidate in progressive order not elected on the other slates, according to the number of votes obtained by each. Finally if this procedure does not lead to the aforementioned result, the directors shall be replaced by a resolution passed by relative majority of the shareholders' meeting upon presentation of candidates satisfying the above requirements of independence.

If only one slate is presented, the By-Laws also state that all of the Directors to be elected shall be selected from that slate. If no slate is presented the Shareholders' Meeting shall decide by legal majority, without following the procedures just described.

The By-Laws do not lay down any additional requirements for the independence of Directors with respect to those contained in Art. 148, paragraph 3, of Legislative Decree No. 58/1998, because the Company adheres to the CG and the Board of Directors verifies possession of the requirements of independence in accordance with the CG and consequently when a Shareholders' Meeting appoints Directors, the Board of Directors invites candidates to the position of Director contained on slates to declare also these requirements, as adopted by the Company.

The table at the end of this section may be consulted for details of those directors currently in office who meet the requirements for independence in accordance with the TUF and those that are independent in accordance with the CC and also in accordance with the specific indications in Section 4.6.

With regard to the regulations on gender balance in corporate bodies (Law No. 120/2011, new articles 147-ter and 148 of the Consolidated Finance Act, new Art. 144-undecies of the Issuers Regulations), which apply to the renewal of corporate bodies subsequent to 18<sup>th</sup> August 2012, the Company made the necessary amendments to the By-Laws on 8<sup>th</sup> May 2012 in order to comply with the new regulations.

In particular, the Board of Directors shall be appointed in compliance with the existing regulations in force on gender balance (and in any case on the basis of slates of candidates presented by shareholders). It should be noted that the reappointment of the Board of Directors resolved by the shareholders on 11<sup>th</sup> April 2017 was for a second term as per Law No. 120/2011, which states that in a second term, at least one-third of the members, rounded up to the nearest whole number, must be of the less represented gender.

Furthermore, the By-Laws set out the procedures to follow to ensure that the composition of the Board of Directors complies with the existing legislation in force concerning gender balance: the candidate of the gender most represented elected as last in order on the slate which obtained with the largest number of votes shall be replaced by the first candidate of the less represented gender not elected in order on the same slate. That replacement procedure shall be followed until the composition of the Board of Directors in compliance with the legislation in force at the time concerning gender balance is ensured. Finally, if this procedure does not produce the result just indicated, then the replacement shall be made by a resolution of the Shareholders' Meeting by relative majority, after presentation of candidates belonging to the less represented gender.

The Issuer reports that it is not governed by any further laws and regulations concerning the composition of the Board of Directors.

#### **4.2 COMPOSITION (pursuant to Art. 123- bis , paragraph 2, letter d) of the TUF)**

The By-Laws currently in force state that the Company is managed by a Board of Directors consisting of a number of members varying between six and sixteen.



The Board of Directors in office at the date of this report was appointed by a Shareholders' Meeting held on 11<sup>th</sup> April 2017, for three years, with the term of office expiring at the time of the Shareholders' meeting held to approve the 2019 Annual Report. The Shareholders' Meeting held on 11<sup>th</sup> April 2017 appointed a board composed of nine directors, of which six independent, including three women, in compliance with the criteria laid down by the applicable provisions on the matters of gender balance (at least one third of the members must be of the least represented gender) and the minimum number of independent directors (at least one third of the Board for issuers belonging to the FTSE-MIB<sup>2</sup> index). When the Board currently in office was appointed at the 11<sup>th</sup> April 2018 Ordinary Meeting, only one slate of candidates for Board positions was submitted by the majority shareholder FIMEI S.p.A.<sup>3</sup> This slate received votes from shareholders representing 67.467% of the shares with voting rights. The voting capital amounted to 78.595% of the Issuer's share capital and the Board of Directors was elected with 75.3% of the share capital voting in favour.

The outgoing Board of Directors, whose term ended on 11<sup>th</sup> April 2017 along with the Shareholders Meeting held to approve the 2016 Annual Report, provided the shareholders with guidance regarding the appointment of a new Board of Directors in the Directors' Report, on the second point on the meeting's agenda. More specifically, the outgoing Board, "Considering the corporate governance rules according to which the number of Board members must be appropriate to the size and complexity of the Company's organisational structure, and considering the positive dynamics experienced in the functioning of the management body over the past three years" expressed the opinion that "in formulating proposals for the meeting, the shareholders should work to keep the number of directors to elect for the 2017-2019 term at nine, also ensuring that the new composition – as already recommended under the Code and in continuity with the past – suitably represents, as regards the Company's business, the various components (executive, non-executive and independent) as well as the skills and the professional and managerial experience needed to run the Company well"<sup>4</sup>.

A summary of the composition of the Board of Directors at 31<sup>st</sup> December 2017 and details of the type of Director on that date is given as follows:

<b>Alberto Recordati</b>	Chairman	Executive	-	*BoD meeting of 19.03.1986
<b>Andrea Recordati</b>	Vice Chairman and CEO	Executive	-	*Shareholders' meeting of 29.04.1998
<b>Rosalba Casiraghi</b>	Director	Non-executive	Independent	*Shareholders' meeting of 17.04.2014
<b>Micaela Castelli</b>	Director	Non-executive	Independent	*Shareholders' meeting of 17.04.2014
<b>Elisa Corgi</b>	Director	Non-executive	Independent	*Shareholders' meeting of 17.04.2017
<b>Paolo Fresia</b>	Director	Non-executive	Independent	*Shareholders' meeting of 17.04.2014

<sup>2</sup> The Corporate Governance Code recommends (Application Criterion 3.C.3.) that for issuers included in the FTSE-MIB index, at least one third of the Board of Directors is comprised of independent directors. If that portion does not correspond to a whole number, the number is rounded down.

<sup>3</sup> The slate presented by FIMEI S.p.A., together with the relative additional documentation filed in accordance with the law and the applicable regulations may be consulted on the website [www.recordati.it](http://www.recordati.it), (in the section Investors/Shareholders' Meetings/2017). The slate contained the following candidates: Dr. Alberto Recordati, Dr. Andrea Recordati, Dr. Fritz Squindo, Dr.ssa Rosalba Casiraghi, Avv. Michaela Castelli, Dr.ssa Elisa Corgi, Prof. Marco Vitale, Dr. Mario Garraffo, Dr. Paolo Fresia.

<sup>4</sup> The Directors' Report on item two on the agenda of the 11<sup>th</sup> April 2017 Shareholders' Meeting can be consulted at [www.recordati.it](http://www.recordati.it) (section: Investors/Assemblee degli Azionisti/2017)

<b>Mario Garraffo</b>	Director	Non-executive	Independent	*Shareholders' meeting of 29.04.1999
<b>Fritz Squindo</b>	Director	Executive	-	*BoD meeting of 14.03.2013
<b>Marco Vitale</b>	Director	Non-executive	Independent	*Shareholders' meeting of 13.04.1997

\*Date first appointed to the BoD

The personal and professional qualities of each director – whose areas of expertise span from law to corporate governance, economics, finance and business management – are reported in Appendix 1 of the present Report, where any positions held by the directors in other listed companies are also indicated.

For an assessment of the independence of the Directors in office, the table at the end of this section and the information specifically given in Section 4.6 may be consulted for further details.

**TABLES COMPOSITION AND STRUCTURE OF THE BOARD OF DIRECTORS AND COMMITTEES**

<i>Board of Directors in office as at 31.12.2017</i>												<b>Audit, Risk and Sustainability Committee</b>		<b>Remuneration Committee</b>	
<b>Position</b>	<b>Members</b>	<b>Year of birth</b>	<b>In office since</b>	<b>In office until</b>	<b>Slate (M/m) *</b>	<b>Exec.</b>	<b>Non-Exec.</b>	<b>Indep. according to CG Code</b>	<b>Indep. according to TUF</b>	<b>% ***</b>	<b>Number of other positions in listed companies ****</b>	<b>*****</b>	<b>% ***</b>	<b>*****</b>	<b>% ***</b>
Chairman	ALBERTO RECORDATI	1953	11.4.2017	Approval of 2019 Annual Report	M	X				11/11	0				
Vice Chairman and CEO ◇	ANDREA RECORDATI	1971	11.4.2017	Approval of 2019 Annual Report	M	X				11/11	0				
Director	ROSALBA CASIRAGHI	1950	11.4.2017	Approval of 2019 Annual Report	M		X	X	X	11/11	1			M	5/5
Director	MICHAELA CASTELLI	1970	11.4.2017	Approval of 2019 Annual Report	M		X	X	X	10/11	4	M	6/7	M	5/5
Director	ELISA CORGHI	1972	11.4.2017	Approval of 2019 Annual Report	M		X	X	X	8/8	2		5/5		
Director	PAOLO FRESIA	1988	11.4.2017	Approval of 2019 Annual Report	M		X	X	X	8/11	0				
Director	MARIO GARRAFFO	1937	11.4.2017	Approval of 2019 Annual Report	M		X	X (**)	X	10/11	1	M	2/2 <sup>5</sup>	P	5/5
Director●	FRITZ SQUINDO	1956	11.4.2017	Approval of 2019 Annual Report	M	X				11/11	0				
Director○	MARCO VITALE	1935	11.4.2017	Approval of 2019 Annual Report	M		X	X (**)	X (**)	8/11	1	P	7/7		

• This symbol indicates that the director is responsible for the internal control and risk management system.

<sup>5</sup> Member until 11.4.2017



◊ This symbol indicates the principal manager of the issuer (chief executive officer or CEO).

○ This symbol indicates the lead independent director (LID).

\* M/m are given in this column where “M” indicates a member elected from the majority slate and “m” from a minority slate.

(\*\*) The Board has qualified Prof. Marco Vitale and Dr. Mario Garraffo as independent, even though they have been directors of the Company for more than nine years during the past twelve, and in the case of Prof. Vitale even though he has been appointed as a professional consultant to the Company with an annual fee of € 50.000.00 (a non-significant amount), considering that by their specific expertise and professional commitment to constant control and stimulation of the Board, they have demonstrated that they have maintained their characteristics of independence and freedom of judgement in evaluating the operations carried out by management.

(\*\*\*) This column contains the percentage attendance of directors at the relative board and committee meetings (number of presences/number of meetings held during the actual period office of the person concerned).

(\*\*\*\*) This column gives the number of appointments as a director or statutory auditor held by the person concerned in other companies listed on regulated markets, including foreign markets. For a complete list of other appointments including those in financial, banking or insurance companies or in large companies, please see the list contained in Attachment 1 of this document.

(\*\*\*\*\*) This column indicates the position of the director within the committee: “C” Chair and “M” member.

Information concerning the date of the first appointment of directors to the board is given on page 14.

**INDICATE THE QUORUM REQUIRED FOR THE PRESENTATION OF SLATES WHEN DIRECTORS WERE LAST APPOINTED: 1%**

<b>NUMBER OF MEETINGS HELD IN 2017</b>	<b>Board meetings:</b> <b>11</b>	<b>Audit, Risk and Sustainability Committee:</b> <b>5</b>	<b>Remuneration committee:</b> <b>7</b>
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#### **4.2.1. Succession Planning**

In compliance with Principle 5.C.2. of the CG Code, the Board of Directors considered the situation when making amendments to that Code in December 2011 and decided that it was not necessary to adopt an official succession plan for executive directors.

#### **4.2.2 Diversity Policies (as per Article 123-bis, par. 2, letter d-bis of the TUF)**

Italian Legislative Decree No. 254/2016 regarding non-financial information, enacted to implement European Directive 2014/95/EU and in effect as from 25<sup>th</sup> January 2017, introduces an obligation for listed companies to disclose, in corporate governance reports on financial years beginning 1<sup>st</sup> January 2017 and thereafter, detailed information about diversity policies “applied with regard to the composition of management and supervision bodies with respect to age, gender breakdown and educational and professional background, as well as a description of related objectives, implementation methods and the results of those policies.” In cases where no such policy is applied, the Company is required to provide clear and detailed reasoning for this decision.

In the Board of Directors self-assessment process for the 2017 financial year, the Company conducted a specific survey on this matter, encouraging the directors to provide comments about diversity issues vis-à-vis Board members, in order to determine whether to adopt specific policies to promote diversity.

The results of this survey were examined by the Board, as part of its overall analysis of survey responses, in its meeting on 8<sup>th</sup> February 2018. No particular comments were made that would point the Board towards specific policies on the diversity of its members in terms of age, gender or educational and professional background.

After a thorough discussion on the issue, the Board therefore determined that it was not necessary to formulate an official policy to promote diversity in these aspects, considering that the Board, even without such a policy, can already, especially during its annual self-assessment, effectively monitor and identify over time the optimal qualitative and quantitative composition. The Board determined that – within a process of taking greater responsibility that involves both the Board of Directors itself and the shareholders – if specific needs were to arise for the Board to function properly, including critical issues related to the diversity of its members, then it could formulate recommendations (as it did in 2017) to the shareholders prior to the appointment of a new Board of Directors and a new Board of Statutory Auditors, or request an addition to the Board through the appointment of one or more new directors during a given term, if such needs could not be delayed until the next term.

This decision was based on the acknowledgement of legislation in force on gender diversity, which ensures that the Board composition must meet a gender diversity criterion. It was also based on the fact that the results of the self-assessment process showed no evidence of any specific concerns regarding the diversity of the members of the Board, even in terms of other aspects such as age<sup>6</sup>, experience and educational background.

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<sup>6</sup> The average age of the current Board members is about 58, with five of the directors over 60 and four under 50, including one under 30; this average is broadly in line with Italian listed companies overall according to the latest reports on corporate governance issued by Assonime and by the Consob.

#### **4.2.3. Maximum number of offices held in other companies**

The Board of Directors has opted not to set general criteria for the maximum number of managerial and supervisory roles in other companies that may be considered compatible with a role as Director of the Company. It has done this because it feels that it is best to allow individual directors to assess this compatibility themselves.

The Board self-assessment process carried out in 2017 confirmed the positive general assessment made of the functioning of the Board and its committees also with particular reference to this aspect.

#### **4.2.4. Induction Programme**

Following the appointment of the Board of Directors and of the new Board of Statutory Auditors on 11<sup>th</sup> April 2017, the Chairman and Chief Executive Officer decided that it was not necessary to arrange a specific induction session, given that with the exception of new members Dr.ssa Corghi and Dr. Santi, the other directors and auditors had all been part of the outgoing management and control bodies.

Generally speaking, however, during the course of meetings of the Board of Directors, the Chief Executive officer gives information required to present the performance of the Company and the Group, constantly providing, amongst other things, information and the most important updates to the regulatory framework for the sector and their impact on the Company. Also with regard to principles for the proper management of risks, during the course of meetings of the Board of Directors, the Chief Executive Officer ensures that appropriate details are given in this respect, if considered appropriate, in addition to the annual analysis of the Recordati Risk Catalogue.

For 2018, the Chairman and the Chief Executive announced that, as specific induction sessions, they would arrange for the independent Board members and Auditors to visit the production site in Milan and to participate in an annual meeting where the Group's managerial staff illustrate the results of the previous year and comment on the Group's business operations and developments.

### **4.3 ROLE OF THE BOARD OF DIRECTORS (pursuant to Art. 123-bis, paragraph 2, letter d) of the TUF)**

During the financial year, the Board of Directors met eleven times, with the meetings lasting for one hour and forty minutes on average, on the following dates: 9<sup>th</sup> February, 1<sup>st</sup> March, 5<sup>th</sup> April, 11<sup>th</sup> April, 4<sup>th</sup> and 5<sup>th</sup> May, 15<sup>th</sup> June, 27<sup>th</sup> July, 26<sup>th</sup> September, 26<sup>th</sup> October, 8<sup>th</sup> November and 19<sup>th</sup> December 2017. Average attendance by the members was about 95.5%. As regards the current year, seven meetings are scheduled and the Board has already met on 8<sup>th</sup> February 2018. The percentage attendance of each Director at Board meetings and in the relative committees is shown in the table contained at the end of section 4.2.

The promptness and completeness with which information is provided before board meetings is ensured by the Chairman with the distribution of documents relating to the items on the

agenda to members a few days immediately preceding the date set for the meetings. On some occasions it has not been possible to provide information concerning some items on the agenda until the time of the board meeting itself for reasons of confidentiality and urgency. On these occasions, the arguments were in any case investigated by internal committees, the within the scope of their remits, and the Chairman took care to provide adequate and detailed information during the Board meetings themselves. When making amendments to the CG Code in December 2011, the Board of Directors generally considered notice of three days to be appropriate and that time limit has normally been complied with in the meetings that followed (during the year periodic accounting documents were in fact delivered approximately five days before meetings on average). The Board self-assessment process for 2017 essentially confirmed the appropriateness of this notice.

During the course of the year and in the meetings already held in 2018 various persons attended board meetings in order to provide additional information on the items on the agenda. These included the Chief of Administration, the Chief of Group Operational Control and Reporting, the Chief of Corporate Development and the Chief of the Legal Service and Corporate Affairs (who also acted as the Secretary to the Board).

The Board of Directors has the duty to set strategic policies for the Company and the Group it leads and it is responsible for overseeing its management. In accordance with article 22 of the By-Laws, the Board is the corporate body endowed with the broadest powers to handle ordinary and extraordinary management of the Company and it has the right to conclude all acts that it deems appropriate in order to conduct business and to achieve the corporate purposes, excluding only those reserved by the law exclusively for the Shareholders' Meeting. On the basis of the terms indicated below, the Board has assigned part of its management responsibilities to the Chief Executive Officer.

In accordance with CC. Art. 2365, paragraph 2, the Board of Directors is also authorized to decide on the following matters:

- mergers in the cases established by CC articles 2505 and 2505 *bis*;
- establishment or suppression of secondary offices;
- specification of the Directors who are entitled to represent the Company;
- reduction of share capital in the event of withdrawal of a shareholder;
- alignment of the By-Laws to provisions of the law and regulations;
- transfer of the registered office from one municipality to another in national territory.

The Board is also entitled to appoint and dismiss, following an obligatory opinion from the Board of Statutory Auditors, the Financial Reporting Officer, pursuant to TUF Art. 154-*bis*.

The Board is also responsible, in compliance with the CG Code, for the following:

- examination and approval of strategic, industrial and financial plans of the Company and the Recordati Group and monitoring implementation of these;
- definition of the nature and level of risk that is compatible with the Company's strategic objectives, including in its assessments, all risks that might be significant with a view to sustainability of the Company's activities in the medium to long-term;
- the definition of the corporate governance system of the Company itself and of the structure of the Group itself, setting guidelines for the governance of subsidiaries;
- evaluation of whether the organisational, administrative and financial structures of the Company and its strategic subsidiaries, as defined herein and as configured by the

responsible organs, are adequate, with particular reference to the internal control and risk management system;

- attribution and cancellation of mandates to CEOs and the Executive Committee, defining the extent, means and intervals (at least quarterly), with which the delegates must refer to the Board about the activities carried out in exercising their mandates;
- the establishment, after examination of the proposals from the Remuneration Committee, and heard the opinion of the Board of Statutory Auditors, of the remuneration of executive directors and other Directors with special mandates, as well as the performance objectives link to variable remuneration of the latter and the division, for the individual members, of the total allotment for compensation of the Board, if the Shareholders' Meeting has not already decided the matter;
- evaluation of business trends, in accordance, amongst other things, with the law and the By-Laws, especially in the light of information provided by the delegated bodies and periodic comparison of results with budget provisions;
- examination and approval prior to strategic economic or financial operations of the Company and its subsidiaries, with particular attention to situations in which one or more Directors have an interest, whether personal or on behalf of third parties, and in general, to operations with related parties in accordance with the Regulations for Related-Party Transactions approved by the Board of Directors itself on 24<sup>th</sup> November 2010 (and last revised in 2017); establish guidelines to identify significant operations;
- conduct, once a year, an evaluation of the size, composition and functioning of the Board of Directors and its committees and possibly indicate the type of management and professional figures whose presence on the Board would be useful, before the appointment of a new Board;
- communication, in the Corporate Governance Report, of the means of application of the CG Code;
- subject to the opinion of the Audit, Risk and sustainability Committee, the definition of the guidelines for the internal control and risk management system, so that the principal risks to which the issuer and its subsidiaries are exposed are correctly identified and adequately measured, managed and monitored. It also determines the degree to which risks are compatible with management of the Company that is consistent with its strategic objectives and with a view to sustainability in the medium to long-term;
- the selection of one or more Directors who are given responsibility for the creation and maintenance of an effective internal control and risk management system (Director/s responsible for the internal control system);
- the establishment of an Audit, Risk and Sustainability Committee, given the task of supporting, through appropriate investigative actions, the assessments assigned to the Board of Directors regarding the internal control and risk management system, in terms of sustainability (intended here as the processes, initiatives and activities carried out to oversee the Company's commitment to sustainable development along the value chain), as well as its assignments related to the approval of periodic financial reports;
- subject to the opinion of the Audit, Risk and Sustainability Committee, the approval of the declaration on non-financial information; the responsibility of ensuring that the latter is written and published in compliance with Legislative Decree No. 254/2016 lies with the Directors, who must act in accordance with the criteria of professionalism and diligence;
- subject to the opinion of the Audit, Risk and Sustainability Committee, the assessment, at least annually, of the adequacy of the internal control and risk management system with respect to the nature of the company and its risk appetite and also of its effectiveness;

- subject to the opinion of the Audit, Risk and Sustainability Committee, the approval, at least annually, of the working plan drawn up by the Chief of the Internal Audit Function, after, amongst other things, consultation with the Board of Statutory Auditors and the Director with Responsibility for the internal control and risk management system;
- subject to the opinion of the Audit Risk, and Sustainability Committee, a description of the main characteristics of the internal control and risk management system in the Corporate Governance Report and a report on its assessment of its adequacy;
- after consultation with the Board of Statutory Auditors, and assessment of the results furnished by the external statutory auditor in its letter of recommendations (if provided) and in its report on basic issues arising from its external statutory audit;
- on the basis of a proposal submitted by the Director with Responsibility for the internal control and risk management system, subject to the approval of the Audit Risk, and Sustainability Committee and after consultation with the Board of Statutory Auditors, the appointment and removal of the Chief of the Internal Audit Function ensuring that he or she has adequate resources and sets their remuneration consistent with company policies;
- the appointment and removal of members of the Company's Supervisory Committee formed and functioning in accordance with Legislative Decree No. 231/2001;
- the adoption of an Organisation and Control Model drawn up in accordance with Legislative Decree No. 231/2001 and the approval of amendments to it for compliance with changes in legislation and regulations as they come into force from time to time.

The Company decided to take advantage, with effect from 20<sup>th</sup> December 2012, of the right not to comply with obligations to publish the reports required when significant operations are performed consisting of mergers, demergers, share capital increases through contributions in kind, acquisitions and disposals, in accordance with Art. 70, paragraph 8 of the Issuers' Regulations.

On the date of the approval of this Report, the Board took the following actions in relation to the above:

- at the beginning of 2017 it approved the 2017-2019 Three-Year Business Plan;
- it monitored, the implementation of the 2017-2019 Three-Year Business Plan, by comparing, amongst other things, actual with budgeted results taken from the approved 2017 budget, carried out as generally established practice when quarterly accounting reports are approved;
- it examined the "Catalogue of Risks" for the 2017 financial year, updating the examination on the 2016 financial year, in preparation for approval of the 2018 budget: the Group developed, with support from consulting firm Deloitte S.p.A., its own model for mapping, managing and monitoring the risks to which the Company and the Group are exposed; this model is updated constantly in order to better identify risks associated with achievement of the strategic goals of the current three-year plan, with a view to sustainability over the medium to long term and, more broadly, in order to identify and manage the Group's main internal and external risks as efficiently as possible; this model is inspired by the international principles of Enterprise Risk Management (ERM);
- as part of the update of the Catalogue of Risks relating to 2017, it assessed whether the degree and nature of the risks as identified in the Group Catalogue of Risks presented to the Board (including in its assessments also risks which might be of significance with a view to the medium to long-term sustainability of the Company's activities) are compatible with the Group's strategic objectives contained in the 2017-2019 Three-Year Business Plan;



- having analysed the results of the self-assessment process conducted in early 2017, during which the outgoing Board members were encouraged to provide guidance on managerial and professional individuals whose presence on the new Board may be deemed desirable, the Board formulated, in its Report for the Shareholders' Meeting on 11<sup>th</sup> April 2017, the opinion that the number of directors should be kept at nine, adding that care should be taken to ensure that the new composition – as already recommended under the Code and in continuity with the past – suitably represents, as regards the Company's business, the various components (executive, non-executive and independent) as well as the skills and the professional and managerial experience needed to run the Company well;
- following the reappointment of the Board of Directors by the shareholders on 11<sup>th</sup> April 2017, it confirmed the roles of the Chairman (Dr. Alberto Recordati) and of the Chief Executive Officer (Dr. Andrea Recordati), at the same time confirming their previous operating powers and duties. Furthermore, on the same date, it reappointed the Remuneration Committee and established the Audit, Risk and Sustainability Committee. The Board also upheld the assessment previously made by the outgoing Board not to establish an appointments committee. Again on 11<sup>th</sup> April 2017, after having viewed proposals by the appropriate committee and listened to the Board of Statutory Auditors, the Board set the remuneration for the Chairman and for the Chief Executive, as well as the subdivision of the overall compensation in favour of the members of the Board;
- with the opinion in favour of the Audit Risk, and Sustainability Committee, it updated the guidelines for the Recordati Group internal control and risk management system in order to implement its responsibilities regarding sustainability;
- after consultation with the Board of Statutory Auditors and the Director with Responsibility for the Internal Control and Risk Management System, it approved the work plan drawn up by the Chief of the Internal Audit Function for 2018;
- it approved the most important company directives;
- it confirmed the following as the subsidiaries with strategic importance, based principally on criteria of size (revenues) or in consideration of the particular market on which the subsidiary operates (such as the orphan drugs market): Laboratoires Bouchara Recordati S.a.s, Recordati Ireland Ltd., Jaba-Recordati S.A., Recordati Pharma GmbH, Innova Pharma S.p.A., Orphan Europe SARL, Recordati Ilac, Recordati Rare Diseases Inc. Rusfic LLC and Casen Recordati SL;
- it examined and pre-approved the operations conducted by the Company and its subsidiaries, wherever such operations take on significant importance for the strategy, income, capital or financial situation of the Company (namely, in this case, for the cross-border merger of the Luxembourg-based subsidiary Recordati S.A. Chemical and Pharmaceutical Company, for a private placement in the USA amounting to €125 million, for acquisitions of specialty medicines, and for financing contracts).
- at the beginning of 2017 it issued a positive evaluation of the adequacy of organisational, administrative and general accounting structures of the Company and its strategic subsidiaries put in place by the CEO, with the support of the Director with responsibility for the internal control system and risk management, with particular reference to the internal control system and management of conflicts of interest, on the basis of the information provided to the Board in specific reports and other documentation (such as organisation charts) presented by the Chief of Group Audit, the Internal Audit and Risk Committee, the Supervisory Committee pursuant to Legislative Decree No. 231/2001, by the Director with responsibility for the internal control system and risk management and by the CEO himself;
- during 2017, the Chief Executive submitted updated corporate governance guidelines for the Recordati Group's subsidiaries to the Board of Directors; the aim of this update is to

redefine the system and rules of corporate governance in the subsidiaries, aligning them with the evolving organisational framework with respect to the top management in the wake of Ing. Giovanni Recordati's passing in August 2016; in particular, these guidelines regulate the governance arrangements of the subsidiaries, setting the size, composition and working principles of the respective governing bodies;

- it assessed the general performance of operations, firstly by approving accounting reports each quarter. Furthermore, in each meeting of the Board of Directors and independently of the time elapsed since the previous meeting, the CEO provides a report on activities carried out and the main transactions performed by the Company and its subsidiaries, even if they do not require prior approval by the Board of Directors;
- at the beginning of 2017, the Board carried out a periodic review of the Related-Party Transactions Regulations, three years having passed since the last review and, having taken note of the opinion given by the Audit and Risk Committee, it considered that those regulations were still adequate, not requiring substantial modifications. Section 12 of this report may be consulted for further information on regulations governing transactions with related parties;
- at the end of 2017 it examined and approved the 2018 Group budget;
- it set performance objectives relating to the variable component of the remuneration of the Chairman of the Vice Chairman, Chief Executive Officer and General Manager.

#### **4.3.1. Self-assessment of the Board and its Committees**

This evaluation was conducted by asking each non-executive and independent Director to compile a questionnaire prepared by the Group Legal Service and Corporate Affairs Department of the Company (updated in order to take account of amendments made to the CG Code and some recommendations received during the previous self-assessment from independent directors) and to return it in anonymous form.

In particular, as discussed in section 4.2.2, within the Board of Directors' self-assessment process for 2017, the Company conducted a specific survey on aspects of the diversity of its members such as age, gender breakdown and educational and professional background, encouraging the members to provide comments on the issues of diversity within the Board, in order to determine whether to adopt specific policies aiming to promote diversity.

The evaluation was conducted by asking each Director to compile a questionnaire prepared by the Group Legal and Corporate Affairs Department of the Company. More specifically, the Independent Directors returned those questionnaires to an independent director who subsequently took steps to submit them to the Company in anonymous form. The results of the completed surveys were discussed at the Board meeting on 8<sup>th</sup> February 2018, especially as regards determining whether to adopt specific policies aiming to promote diversity within the Board (see section 4.2.2 for further information about the Board's conclusions on this matter).

Overall, the results of the self-assessment process were positive, as has been the case in previous years, with a few recommendations given, mainly with a view to strengthening members' experience in the pharmaceutical sector, which the Board has duly noted.

## **4.4 EXECUTIVE OFFICERS AND BODIES**



### **Chairman, Vice Chairman and Chief Executive Officer**

In accordance with article 23 of the By-Laws, representation of the Company shall be attributed to the Chairman of the Board of Directors or, in the event of his absence or inability to attend for any reason, to the Vice-Chairman, with sole signing authority for implementation of all resolutions of the Board unless otherwise resolved. The Chairman or, in the event of his absence or impediment for any reason, the Vice Chairman, shall represent the Company before the law, with the power to take legal action and institute judicial and administrative proceedings at all levels of jurisdiction, including with respect to revocation and cassation proceedings, and appointing lawyers and attorneys for lawsuits.

In accordance with article 24 of the By-Laws, the Board of Directors may delegate all or part of its powers and functions not only to the Chairman, but also to the Vice-Chairman and one or more executive directors and it may grant special mandates to individual Directors or managers of the Company, including the power of attorney, determining their functions and powers under the law. In accordance with article 25 of the By-Laws, the Board may also delegate all or part of its powers to an Executive Committee.

On 17<sup>th</sup> April 2014 the Board of Directors had appointed Ing. Giovanni Recordati not only to the position of Chairman of the Board of Directors, but also to that of Chief Executive Officer with the purpose, even if not in line with the provisions of the Corporate Governance Code<sup>7</sup>, of improving the efficiency of the management of the Company. In fact, it had been considered, that by combining his role with that of a manager in the organisation, the Chairman was able to fulfil the role assigned to him by law extremely effectively, being fully up-to-date on operating events. Nevertheless, following the demise of Ing. Giovanni Recordati (15<sup>th</sup> August 2016), the Board considered that in compliance, amongst other things, with the recommendations of the CG Code, it was best not to concentrate too many roles in the same person. Furthermore, again in line with the recommendations of the CG Code, it was decided not to assign specific individual management powers to the Chairman. Following the appointment of a new Board of Directors by the shareholders on 11<sup>th</sup> April 2017, the Board confirmed the governance framework described above. Moreover, it was confirmed that the Chairman contributes to the formulation of strategic Company policies to be submitted to the Board of Directors in the context of the Chairman's Committee, which he chairs and on which the other executive directors Dr. Andrea Recordati and Dr. Fritz Squindo sit as members with the duty of examining the main operational events relating to Recordati and its subsidiaries.

Since 16<sup>th</sup> August 2016, following also his confirmation in the role after the renewal of the Board of Directors resolved on 11<sup>th</sup> April 2017, Dr. Andrea Recordati, in his capacity as Chief Executive Officer, has been granted, within the limits permitted by Law, all the broadest powers for the ordinary and extraordinary management of the Company, also in relation to performing activities of management and co-ordination by the Company of the companies of the Group, expressly including the power to appoint directors and special officers, persons with specific duties, experts and agents of the Company in general for specific actions or types of action, and also with the power to take legal action and initiate judicial and administrative proceedings before courts at all levels, including with respect to revocation (clawback) and cassation proceedings, and to appoint lawyers with the sole, exclusion of the operations listed below

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Principle 2.P.4: it is best to avoid appointing a single person to more than one corporate position.

(exhaustive and mandatory in nature), which, because they are to be carried out directly by the Company and/or indirectly through subsidiaries, are operations reserved to the responsibility of the Board of Directors (except for intragroup operations, and that is performed with or between other companies of the Recordati Group):

- a) the assumption of financial debt for an amount greater than €25 million for each transaction and the grant of secured or personal guarantees for amounts greater than €10 million for each transaction;
- b) the sale and purchase of real estate properties for amounts of greater than €10 million, in which industrial activities of the Company or its subsidiaries are carried out at the time of the sale;
- c) the purchase or provision of ownership, or the purchase or the grant of licences for, intellectual property rights and more specifically by way of example, but not limited to these, intellectual property rights regarding specialty medicines, dietary supplements and medical devices for amounts not greater than €10 million each;
- d) acquisition, disposal or any other provision in relation to holdings in other companies and similarly the acquisition and disposal of companies or company operations, for an amount greater than €10 million each;
- e) the stipulation of agreements, including settlement agreements, concerning matters not included in those above for an amount greater than €10 million for each agreement.

On 11<sup>th</sup> April 2017, Dr. Andrea Recordati was also confirmed as Vice Chairman of the Board of Directors, responsible for the functions provided for by the By-Laws in the case of the absence or impediment of the Chairman of the Board of Directors.

The Chairman also: (i) convenes the Board meetings and ensures that the members of the Board and the Board of Statutory Auditors are provided, with advance notice of three days before the Board Meeting, except for exceptional cases of urgency and particular confidentiality, with the documentation and information necessary to enable them to express an informed opinion about the matters submitted to their examination and approval, (ii) co-ordinates the activities of the Board and conducts the proceedings of Board meetings; (iii) continuously provides information about the frequent variations of the law and the regulations that govern the sector and their impact on the Company, in order to develop the awareness of all Directors in relation to the situation and dynamics of the Company.

The Chief Executive Officer of Recordati does not hold interlocking directorships pursuant to Implementation Criterion 2.C.5 of the CG Code.

### **Executive Committee**

No Executive Committee has been formed as an internal committee of the Board of Directors.

### **Reporting to the Board**

The Chief Executive Office reported to the Board in individual Board meetings on the activities performed in exercising the powers conferred on him by the Board. In fact as already mentioned, in each meeting, and independently of the time elapsed since the previous meeting, the CEO provides a report on activities carried out and the main transactions performed by the Company and its subsidiaries, even if these are transactions which do not require prior approval by the Board of Directors.

#### **4.5 OTHER EXECUTIVE DIRECTORS**

The Chairman, Dr. Alberto Recordati, as well as Chief Executive Officer Dr. Andrea Recordati and Director Dr. Fritz Squindo, are also categorised as Executive Directors.

Dr. Squindo, General Manager for co-ordination of operations and Chief Financial Officer (as well as financial reporting officer and Director with responsibility for the internal control and risk management system), holds responsibilities for Administration, Finance and Control, Human Resources and Investors Relations & Corporate Communications. Dr. Squindo is also a director of other Group companies.

#### **4.6 INDEPENDENT DIRECTORS**

The Board of Directors of the Company has a number of independent directors in office which constitute the absolute majority of the members (six directors out of nine), which is a more rigorous approach than that required by the TUF and the CG Code itself, even for issuers included in the FTSE-Mib index

The procedure followed by the Board for verifying independence involves satisfaction of the requirement being declared by directors when they submit their candidatures and also when they accept their appointments. The Board ascertains that satisfaction in the first meeting subsequent to the appointment and discloses the results to the market.

Subsequently, and without prejudice to independent directors' commitments to promptly communicate to the Board the development of situations which determine failure to satisfy the requirement, the Board requires the directors concerned to annually confirm satisfaction of the requirements, as required by law and by the CG Code. The Board of Directors and the Board of Statutory Auditors then proceed to verify the contents and to verify the correct application of requirements and of the procedure to ascertain them respectively.

With reference to the Board in office, following the appointment by a Shareholders' Meeting on 17<sup>th</sup> April 2017, for six Directors, Dr.ssa Rosalba Casiraghi, Dr.ssa Elisa Corgi, Avv. Michaela Castelli, Dr. Paolo Fresia, Dr. Mario Garraffo and Prof. Marco Vitale, having taken account of the declarations issued by these directors, the Board of Directors confirmed their possession of the requirements of independence pursuant to Art. 148, paragraph 3 of the TUF and the requirements of independence set forth in the CG Code, except for that which has been already reported in the notes to the table on page 17 and for that which is specified below.

Subsequently, this verification was carried out on 8<sup>th</sup> February 2017.

On that occasion the Board confirmed its previous assessment concerning the relationship between the Company and Prof. Vitale, attributable to a professional engagement worth €50,000.00 annually, considering the relationship cited as not significant for the purposes of independence in consideration of the small quantitative nature of the engagement. Furthermore, the Board of Directors decided not to include the requirement relating to a Director holding office for more than nine of the last twelve years among those pursuant to the

CG on the basis of which the assessment of the independence of Directors is performed. This is because, with precise reference to Prof. Vitale, Dr. Garraffo and Avv. Pedersoli, the Board considered that because of their specific expertise and professionalism and for their constant work in supervising and stimulating the Board they have demonstrated that they have maintained their characteristics of independence and freedom of judgement in assessing the work of management intact. Furthermore, the Board of Directors noted that the continuation of a Director in office for more than nine years should not in itself be considered a negative requirement for qualification as independent if the other requirements of the CG are satisfied. This is because great experience of the specific affairs of the issuer, the stature and professionalism of the persons considered, the absence of interests and significant relations with the Company constitute a value to be considered positively and such as to consider their capacity to judge freely and without bias to be untarnished. The Board therefore considered that the requirements of independence were met by the said directors in accordance with the CG Code, confirming its opinion that consideration must be given to substance and not form in an assessment of independence requirements, with account taken also of a widespread orientation among listed companies.

The Board of Statutory Auditors verified that the criteria and procedures of evaluation adopted by the Board to evaluate the independence of its members were implemented correctly.

The independent directors, at and before the beginning of meetings of the Board of Directors, verified each time the absence of any specific matters that might be significant in relation to their roles as independent Directors.

The independent directors met once in 2017, in February, without the other directors on the initiative of the Lead Independent Director.

#### **4.7 LEAD INDEPENDENT DIRECTOR**

The Board has designated independent Director Prof. Vitale to be the lead independent director, to guide the independent Directors, with particular reference to the independent Directors, in order to improve the activities and functioning of the Board.

The lead independent director collaborates with the Chairman in order to ensure that the Directors receive complete and timely information, and is also authorised to convene special meetings of the independent Directors only, at his own discretion or at the request of other Directors. As already stated, the Lead Independent Director convened a special meeting of independent directors only in 2017.

### **5. CONFIDENTIALITY OF CORPORATE INFORMATION**

On 3<sup>rd</sup> July 2016 Regulation (EU) No. 596/2014 containing regulations governing market abuse ("Market Abuse Regulation" or "MAR") and Directive 2014/57/EU, which regards penalties in cases of market abuse ("Directive MAD2) came into force. These rules brought about rather significant changes compared with the market abuse rules previously in force.

Subject to the prior opinion in favour of the Supervisory Committee and the Audit and Risk Committee (because market abuse procedures fall under "Model 231" administrative liability

rules) in a meeting held on 30<sup>th</sup> June 2016, on the basis of a proposal from the Chairman and the Chief Executive Officer, the Board of Directors approved an update of the corporate procedures in force for compliance with the new regulatory framework and more specifically it approved the “Procedure for internal management and public disclosure of inside information”. That Procedure therefore updated the previous “Internal Regulation for Processing Inside Information”, which had been in force since 2006 and which had in turn replaced the previous internal regulation adopted in 2001.

That Procedure regulates the internal management and public disclosure of inside information relating to Recordati S.p.A. and its subsidiaries.

The rules of conduct set by the Procedure are designed to put the necessary organisational controls in place for the following: proper management of reporting; the processing of Inside Information (inclusive of identifying those persons responsible for the assessment of that information); the proper triggering of a delay procedure; taking account of persons who have access to inside information; disclosure to third parties (under determined conditions); and disclosure to the market of said information.

The Board also approved an update to the “Procedure for keeping and managing the list of persons who have access to Inside Information”, which is designed to ensure compliance with the obligations laid down by the legislation and regulations in force, by regulating procedures for keeping and regularly updating the list, in application of the “Inside Information Procedure”.

More specifically, in compliance with the EU rules, the Procedure requires the list also to have a section in which to register persons who are permanently in possession of knowledge of all Inside Information.

The rules contained in the procedures mentioned have been adopted in compliance with the provisions of current laws and regulations in force:

- to protect investors and the integrity of the market, because they are designed to prevent transactions harmful to their interests through the exploitation of information asymmetries, which is to say altering market variables by spreading untruthful or misleading information;
- to protect the Company from possible responsibilities that may attach to it for unlawful conduct committed by parties related to it.

The Procedure, as already specified, is in fact a fundamental component of the Company’s and the Group’s internal control and risk management system and it is also an integral part of the overall system for the prevention of unlawful behaviour pursuant to Legislative Decree No. 231/2001 (administrative liability).

The Directors and the Statutory Auditors have also acquainted themselves with changes to the legislation on insider dealing and the relative disclosure obligations, to be carried out through the Company. The Board of Directors has also approved an update to its “Procedure on insider dealing” to comply with the new rules on market abuse. On the basis of the organisational structure of the Issuer, no new persons significant for the application of the regulations have been identified.

In October 2016, these procedures were updated to adopt organisational changes in the Company’s top management following the passing of Ing. Giovanni Recordati. In addition, given amendments made in the meantime to the Issuers’ Regulations, as well as the Consob’s

publication in October 2017 of an Operating Manual on the treatment of inside information, further activities are in progress to update these procedures, which the Board will then examine over the course of 2018.

Finally, in compliance with the EU market abuse rules, the Board of Directors has introduced, effective from 3rd July 2016, an obligation to abstain, during specific periods of the year, from transactions involving financial instruments issued by the company and listed on regulated markets. In compliance with the provisions of the MAR, those periods have been identified as running from the thirtieth day prior to the date of the meeting of the Board of Directors convened to approve interim or end-of-year financial reports which the Company is required to publish according to the rules of the trading venue in which the shares are admitted for trading or according to national law until the publication of the relative reports (i.e. the “blackout period”).

## **6. INTERNAL COMMITTEES OF THE BOARD**

The Board of Directors has formed a Remuneration Committee and an Audit, Risk and Sustainability Committee among its members, both with consultative and proposal-making functions composed exclusively of independent directors.

The Code recommends assigning the specific functions regarding sustainability and relations with stakeholders either to a committee set up for this specific purpose or by rearranging or redistributing existing committees. This recommendation was put in place by assigning these functions to the Audit and Risk Committee, which has hence been renamed the Audit, Risk and Sustainability Committee (for more information, see section 10, which is devoted to the Audit, Risk and Sustainability Committee).

## **7. APPOINTMENTS COMMITTEE**

Finally, following the appointment of the new Board of Directors on 11<sup>th</sup> April 2017, the Board did not consider it necessary to form an Appointments Committee<sup>8</sup>, but expressly reserved the duties assigned to the latter by the CG Code to itself sitting in plenary session. This is mainly because until now no difficulty has been encountered in making appointment proposals, partly due to the presence of a shareholder who holds legal control of the Company (and therefore in consideration of the narrow shareholder base) and also because it is therefore considered preferable to reserve the functions that the CG Code attributes to an Appointments Committee, and which the Board already performed, to the Board sitting in plenary session – it will be recalled that the Board is currently composed of six independent members out of a total of nine.

In this respect, at the beginning of 2017, in consideration of the coming renewal of the management body, on the agenda of the shareholders’ meeting held on 11<sup>th</sup> April 2017, on the conclusion of an analysis of the results of the process to self assess the board and its internal committees, the Board of Directors expressed its desire to provide recommendations to shareholders before appointing the new management body. An orientation emerged which

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<sup>8</sup> Even if from the December 2011 edition onwards, the Corporate Governance Code recommends the creation of such a committee (Principle 5.P.1).

considered a Board composed of nine members to be adequate, taking care to see that the new composition adequately represents, in relation to the activities carried out by the Company, the different types of member (executive, non-executive, independent) and the expertise and professional and managerial experience needed for the proper management of the company. Therefore, at the meeting on 11<sup>th</sup> April 2017, the Shareholders, consistent with the Board of Directors' recommendations, appointed a new Board of Directors composed of nine members (for more information, see section 4.2 of the present Report).

## **8. REMUNERATION COMMITTEE**

Please consult the relevant part of the Report on Remuneration published in accordance with Art. 123-ter of the TUF for information on this section.

## **9. DIRECTORS' REMUNERATION**

Please consult the relevant part of the Report on Remuneration published in accordance with Art. 123-ter of the TUF for information on this section.

## **10. AUDIT, RISK AND SUSTAINABILITY COMMITTEE**

In a meeting of 11<sup>th</sup> April 2017, following its appointment by a Shareholders' Meeting, the Board formed an Audit Risk, and Sustainability Committee comprising the following non-executive and independent (within the meaning described above) Directors: Prof. Marco Vitale, Chairman, Dr.ssa Elisa Corghi and Avv. Michaela Castelli.

This committee was confirmed in its role of analysing the issues and informing the major practices for auditing corporate activities, performing consultation functions and providing proposals to the Board of Directors regarding evaluations and decisions about the internal control and risk management system, as well as regarding the approval of periodic financial reports. At the same time, the committee was assigned, as envisaged under the Code, to perform consultation functions and provide proposals on sustainability issues (intended here as the processes, initiatives and activities carried out to oversee the Company's commitment to sustainable development along the value chain). This committee therefore changed its name to the Audit, Risk and Sustainability Committee.

The Committee met seven times during the year (sessions lasted around 1 hour and 20 minutes). The Committee met twice during the current year. The percentage attendance of Committee members at meetings is shown in the table contained at the end of section 4.2 of this Report. Two of the three members of the Committee have experience in accounting and financial matters.

The entire Board of Statutory Auditors has been constantly invited to participate in the Committee's work.

Invited by the Chairman of the Committee and with regard to individual items on the agenda, various non-members have participated in some meetings, in particular the General Manager



for the Co-ordination of Operations (who is also the Director with responsibility for the internal control and risk management system), the Chief of Group Audit, the Chief of Group Human Resources, the Supervisory Committee pursuant to Legislative Decree 231/01, representatives of the Audit Firm, the “Official Employers”, the heads of the prevention and protection services for production sites in Italy, on matters concerning safety at the workplace and consultants who provided support to the Company on specific projects examined by the Committee.

The Chief of the Legal Service and Corporate Affairs attended to take minutes of meetings.

### **Duties assigned to the Audit, Risk and Sustainability Committee**

The Audit, Risk and Sustainability Committee performs consultation functions and provides proposals to the Board of Directors. Through appropriate investigation and evaluation in its designated areas, it supports the Board with regard to the internal control and risk management system and on sustainability issues (intended as the processes, initiatives and activities carried out to oversee the Company’s commitment to sustainable development along the value chain), as well as with regard to the approval of periodic financial reports. More specifically, it expresses opinions on the following:

- a) the guidelines for the internal control and risk management system, so that the principal risks to which the Company and its subsidiaries are exposed are correctly identified and adequately measured, managed and monitored, and on the determination of criteria to assess whether such risks are compatible with management of the Company that is consistent with its strategic objectives and with a view to sustainability in the medium to long-term;
- b) on the selection of one or more Directors who are given responsibility for the creation and maintenance of an effective internal control and risk management system;
- c) an assessment, at least annually, of the adequacy of the internal control and risk management system with respect to the nature of the company and its risk appetite and also its effectiveness;
- d) the approval, at least annually, of the work plan drawn up by the Chief of the Group Audit Function;
- e) the description of the main characteristics of the internal control and risk management system and on the assessment of its adequacy in the Corporate Governance Report;
- f) the assessment of the results furnished by the external statutory auditor in its letter of suggestions (if provided) and in its report on basic issues arising from its external statutory audit;
- g) the appointment and removal of the Chief of the Group Audit Function (formerly the Internal Control Officer in accordance with Art. 150 of Legislative Decree No. 58/1998), on the assignment of adequate resources to the latter to fulfil his/her duties and on the remuneration set for him/her consistent with Company policy.

Furthermore, in its work to support the Board of Directors, the Audit, Risk and Sustainability Committee:

- shall assess, together with the Financial Reporting Officer appointed to prepare the corporate accounting documents and after consultation with the external statutory auditors and the Board of Statutory Auditors, the correct use of accounting policies and their



consistency in the preparation of the consolidated financial statements, prior to approval of the consolidated financial statements by the Board of Directors;

- shall express opinions on specific aspects concerning the identification of the main corporate risks;
- shall examine periodic reports for the assessment of the internal control and risk management system and those of particular importance prepared by the Group Audit Function;
- shall monitor the independence, adequacy and effectiveness of the Group Audit Function;
- shall require the Group Audit Function to investigate specific operational areas, reporting promptly to the Chairman of the Board of Statutory Auditors;
- shall report to the Board, at least semi-annually, when annual and interim financial reports are approved, on its activities and also on the adequacy of the internal control and risk management system;
- shall make proposals to the Board of Directors regarding changes to be made to the Organisational Model established pursuant to Legislative Decree 231/01 adopted by the Company;
- shall make proposals to the Board of Directors regarding the appointment of members of the Supervisory Committee created pursuant to Legislative Decree No. 231/01 and regarding the allocation of an annual budget to that body;
- shall express an opinion on the appointment of the Financial Reporting Officer appointed to prepare the corporate accounting documents;
- shall express an opinion on the Regulations for Related-Party Transactions which the Company must adopt in compliance with Consob Regulation No. 17221 of 12<sup>th</sup> March 2010 and also on any subsequent amendments to those regulations;
- shall express an opinion, either binding or non-binding, on Related-Party Transactions of Major Importance and on Related-Party Transactions of minor importance in compliance with the aforementioned regulations governing related-party transactions adopted by the Company, unless they consist of Related-Party Transactions which concern remuneration;
- shall assist the Board of Directors on the implementation of recommendations contained in the Corporate Governance Code for listed companies in relation to the internal control and risk management system;
- monitors sustainability issues connected to business activities and to the dynamics of interactions with all stakeholders;
- examines sustainability plan guidelines and how to implement sustainability policies;
- examines the overall layout of the sustainability report and how the report's contents are presented, as well as the completeness and transparency of information provided in it;
- expresses, upon request by the Board, an opinion on sustainability issues.

At the meetings mentioned above, the Committee mainly carried out the following activities:

- it examined the periodic reports by the Supervisory Committee as per Legislative Decree 231/2001 and by the Group Audit Officer along with the results of audits conducted by the Audit Department;
- it examined the proposed Audit Plan for 2017;
- it acknowledged the Supervisory Committee's action plan for 2017;
- in its capacity as the Committee for Related-Party Transactions, it carried out the three-year periodic review of the Related-Party Transactions Regulations, and found no necessity to propose any substantial modifications to the Board;
- after consultation with the firm of auditors and the Board of Statutory Auditors and together with the financial reporting officer, it examined the results of the audit of the accounts

- regarding the financial statements and the proper use of accounting policies and their consistency in the preparation of the consolidated financial statements;
- it formulated a proposal for submission to the Board concerning the expenditure budget of the Supervisory Committee for the operating expenses of the committee itself concerning the application of the Organisation, management and control model pursuant to Legislative Decree 231/01;
  - it examined the adequacy of the guidelines for the internal control and risk management system;
  - it examined the section of the Corporate Governance Report for the 2016 financial year concerning the internal control and risk management system;
  - it examined the updated Organisational Model pursuant to Legislative Decree No. 231/2001 for compliance with anti-money laundering laws;
  - it examined the organisational structure of the Group Audit function;
  - it examined the actions implemented by the Company with the aim of providing non-financial information, as required under Legislative Decree No. 254/2016 as from 2017, as well as the configuration that the Company intends to submit to the Board of Directors on this matter, giving a favourable opinion;
  - on the subject of safety in the workplace, it examined the reports of the “Official Employers” and of the heads of the Prevention and Protection Service at the production plants in Milan and at Campoverde as well as reports on the Group’s plants abroad;
  - it examined the results of inspections for conformity with the protocols which form part of the Organisational Model pursuant to Legislative Decree No. 231/2001 on the subject of the environment and safety at the workplace;
  - it examined the update of the risk catalogue and developments concerning the principal risks associated with business activities in 2017 and it expressed a favourable opinion on the risk limits set for 2018;
  - in its capacity as the Committee for Related-Party Transactions, it examined a proposal to opt for consolidated tax treatment as per Article 117 of Presidential Decree No. 917/1986 (i.e., for the consolidation for fiscal purposes of Italcimici S.p.A. and Fimeì S.p.A. from 2018 to 2020);
  - it also expressed its opinion to the Board on the following:
    - ✓ the adequacy of the guidelines for the internal control and risk management system;
    - ✓ the adequacy of the internal control system, at the time of approval of the 2016 Annual Report and the 2017; half yearly interim financial report;
    - ✓ the programme of work prepared by Chief of Group Audit for 2018;
    - ✓ the update of the 231 Model;
  - it reported to the Board twice on its activities, at the time of approval of the 2016 Annual Report and the 2017 half yearly interim financial report.

Meetings of the Committee were properly minuted.

The Committee had access to the information and Company functions that were necessary for the performance of its duties; it did not consider it necessary to make use of outside consultants.

The committee did not incur any expenses in the performance of its duties during the year.

## **11. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM**

The Internal Control and Risk Management System, which is based on the Enterprise Risk Management (ERM) approach, consists of a structured process of risk management in line with international best practice and in accordance with the primary requirements of applicable laws and regulations. The goal of the Internal Control and Risk Management System is to guide activities in line with company objectives while promoting informed decisions and ensuring the efficiency and efficacy of internal processes and the reliability of financial information. The principles underlying the Company's risk management processes are based on the Borsa Italiana Corporate Governance Code.

A catalogue of company risks within the Internal Control and Risk Management System makes it possible to measure and control the exposure of all companies of the Group to the various risk factors, as well as to manage overall exposure and implement controls and procedures that are able to reveal anomalous situations. The main risk factors to which the Group is exposed may be related to the external context, strategic and operational risks (including in relation to research and development, environment risks, health and safety risks, and pharmacovigilance risks), financial risks, and legal and compliance risks.<sup>9</sup>

The Group periodically reassesses the Catalogue of Risks throughout the year, including by way of a bottom-up approach to the critical assessment of risks, in conjunction with significant company events, such as the definition of the budget, the revision of organisation charts, and other events that could have an impact on the Company's risks.

As already mentioned in point 4.3, the Board of Directors has examined the update of the "Catalogue of Risks" for 2017, drawn up with assistance from the consulting company Deloitte S.p.A., in order to obtain an up-to-date and formal picture of the main internal and external risks of the Recordati Group and of the various tools and processes in place to manage those risks. In this respect a procedure is in place to ensure periodic updating of the Catalogue of Risks already identified.

On the basis, amongst other things, of that examination, the Board has assessed whether the degree and nature of the risks, as identified in the Group Catalogue of Risks presented to the Board in a meeting of 15<sup>th</sup> December 2017 are compatible with the Group's strategic objectives contained in the 2018 annual budget and also the 2017-2019 Three-Year Business Plan.

Furthermore, in a meeting held on 1<sup>st</sup> March 2017, with the opinion in favour of the Audit Risk, and Sustainability Committee, the Board considered that the 2017 guidelines for the internal control and risk management system of the Company and the Recordati Group, approved the previous year (except for some changes made for compliance with the new version of Art. 19 of Legislative Decree No. 39/2010, as amended by Legislative Decree No. 135/2016 concerning the duties assigned to the committee for internal control and accounting audit) were still adequate, so that the principal risks to which the Company and its subsidiaries are exposed are correctly identified and adequately measured, managed and monitored.

The internal control and risk management system consists of a structured and organic set of procedures and organisational units designed to prevent or limit the consequences of unexpected results, to enable corporate objectives to be achieved and to ensure both compliance with the law and regulations and proper and transparent reporting internally and to markets. The system also makes it possible to identify, measure, manage, and monitor the main risks in order to improve the efficiency and efficacy of company processes, to protect the value

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<sup>9</sup> For more information, see the section "Main Risks and Uncertainties" of the 2017 Consolidated Financial Statements of the Recordati Group.

of company assets, to ensure the reliability and integrity of accounting and operational information, and to ensure that operations comply with all applicable laws and regulations.

The internal control and risk management system permeates the whole Company, involving a variety of staff with specific roles and responsibilities. The Company has had special whistle blowing channels of reporting in place for some time as part of its organisational models pursuant to Legislative Decree No. 231/2001 (administrative liability) and the Group's anti-bribery system<sup>10</sup>.

In that regard, it should be noted that Italian law No. 179/2017 concerning the protection of individuals reporting crimes or irregularities within the scope of working relationship in the public or private sector (the "Whistleblowing Law") went into effect on 29<sup>th</sup> December 2017.

The Board positively assessed the adequacy, effectiveness and actual functioning of the internal control and risk management system on the basis of information provided in meetings in the form of reports presented by the Internal Audit Committee and by the Supervisory Committee pursuant to Legislative Decree 231/01

The heads of each department are responsible for designing and managing the internal control system and for monitoring its effective functioning on the basis of the guidelines approved by the Board of Directors.

The structural components of the internal control and risk management system consist of: the Code of Ethics, which defines the principles and underlying values of the Company's ethical code and the rules of conduct that are based on those principles; the system of powers and delegations with general and specific authorisations and the internal delegation of powers, according to the responsibilities assigned; corporate operating procedures; IT systems to support both management and production activities and also accounting and financial processes. With regard to compliance, the Issuer has had an organisational model in place pursuant to Legislative Decree No. 231/2001 since April 2003 which is continuously updated and also a control model pursuant to Law No. 262/2005 for financial reporting (further information is given below on the "Risk management and internal control systems in relation to financial reporting").

The control mechanisms described above are monitored by management, by the functions and bodies of management and control (i.e. the Board of Directors; the Audit, Risk and Sustainability Committee; the Board of Statutory Auditors; the executive director responsible for overseeing the internal control system; and the Supervisory Body) and involve all personnel of the Recordati Group. The Group's Auditing function also conducts the independent audits called for under the annual audit plan. The results of these audits are reported to the Chairman and Chief Executive Officer, the executive director responsible for the internal control and risk management system, and to company management, as well as periodically to the Board of Statutory Auditors, the Audit, Risk and Sustainability Committee, and the Board of Directors.

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<sup>10</sup> Corporate Governance Code, comment on Art. 7: "The Committee considers that at least in companies belonging to the FTSE – Mib index, an adequate internal control and risk management system must possess an internal system for employees to report any irregularities or violations of the applicable legislation and regulations and internal procedures ("whistle blowing"), in line with existing best practices nationally and internationally, which guarantee the existence of a dedicated and reserved channel for reporting these as well as the anonymity of the reporter".

11.a) Principal characteristics of the risk and internal control management system in relation to the financial reporting process.

The internal control and risk management system, as just defined, covers financial reporting which forms an integral part of it, the preparation of which is governed by organisational procedures and instructions which ensure compliance with the general principles of control laid down by the Issuer (e.g. a proper separation of functions, a proper system of authorisations and powers, checks and balances, accountability, etc.). It is based on the main established reference models (e.g. CoSO Report) being subject at the same time to verification and periodic update by means of a review of the risks to which the Company is exposed.

The financial reporting process of the Issuer was subjected in 2017 to a series of procedural and organisational initiatives with action taken to update the existing internal controls system for administrative and accounting activities designed to guarantee the reliability, accuracy, completeness and promptness of financial reporting and to regularly produce management, operating and financial reports to the board and to the statutory and external auditors. During the current year, a Group policy was issued concerning compliance with Law 262/2005, and the local accounting procedures (the Financial Statement Protocol) of the Group's branches were updated.

A description is given below, in accordance with the regulations in force, of the characteristics of the system adopted, with particular reference to (a) the stages of the risk and internal control management system in relation to the financial reporting process and (b) the roles and functions involved and the procedures for co-ordination between the parties involved.

(a) The stages of the risk and internal control management system in relation to the financial reporting process

The Issuer has implemented a model for the administrative and accounting control of the system (hereinafter also the "262 Control Model") for some time now in order to ensure the effectiveness of that system. It has also assigned responsibility for verifying proper application of that model and for monitoring the functioning and adequacy of the Internal Control System in relation to the model to the Manager appointed to prepare corporate accounting documents. The 262 Control Model control model consists of a set of corporate rules and procedures designed to enable objectives of reliability, accuracy, completeness and promptness in financial reporting to be achieved by identification and management of the main risks attaching to the preparation and disclosure of financial information.

The 262 Control Model consists of

- ✓ administrative and accounting risk assessment;
- ✓ administrative and accounting manuals and procedures,

which are closely related one to the other and subject to continuous update and periodic assessment.

More specifically administrative and accounting risk assessment is a continuous process of identifying and assessing risks attaching to accounting and financial information and it is

performed by the Manager appointed to prepare corporate accounting documents with the support of the Group Internal Audit Function. This process is performed annually by means of:

- the identification, by means of quantitative (size) and qualitative (importance) criteria, of items in the financial statements and in financial information which may be highly sensitive and significant or involve risks of error or omission, with reference to the financial statements of the Parent or to the consolidated financial statements of the Group;
- the identification of the relative processes and accounting information input for each significant item of the financial statements and of financial information and of the relative controls to manage the risks identified.

If control activities are not found to be adequately documented or regulated in relation to risk areas identified following periodic risk assessment, it is the responsibility of the function responsible for the process, to provide adequate support documentation, with the support of the Financial Reporting Officer and, if necessary, the Internal Audit Function, to enable the existing controls in the area subjected to analysis to be assessed.

When risks were identified as a result of annual risk assessment activities, the Company and the Group put procedures, protocols and documents in place to control administrative and accounting activities. The body of the administrative and accounting manuals and procedures is comprised of the following principal documents:

- the Group Accounting and Reporting Manual, designed to ensure the application of uniform criteria in the Group with regard to the recognition, classification and measurement in the accounts of operating and financial events;
- a system of internal certification by the management and administrative chiefs (CEO and Financial Controller) of the subsidiaries of the Recordati Group with regard to the accuracy, reliability and completeness of accounting information and its compliance with Group accounting policies and local regulations. This system, set out in the Group Accounting and Reporting Manual, is designed, amongst other things, to support the signing of certifications and attestations required by law of the Financial Reporting Officer and of the Chief Executive Officer;
- administrative and accounting procedures and protocols for closing accounts at the end of accounting periods and preparing annual financial statements and reporting packages which define control responsibilities, activities and rules to follow for the administration and accounts of the Parent Company and its subsidiaries;
- procedures for preparation of the consolidated financial statements which regulate the operations and controls to be performed for the preparation of the consolidated financial statements, describing, amongst other things, the activities to be performed in the consolidation IT system adopted by the Group and used in its subsidiaries and which define the responsibilities of the various functions for the proper functioning of that system;
- calendar of end of period activities: a document which is updated and distributed monthly, which gives deadlines for the process of closing accounts and preparing financial statements, reporting packages and the consolidated financial statements;
- operational procedures which define the activities, responsibilities and management operations in terms of authorisation, implementation, control, official approval and recognition in the accounts for those accounting and reporting areas considered significant, in co-ordination with annual accounting and administrative risk assessment. Those responsible for the functions and for the subsidiaries involved in the process of preparing and managing accounting and financial information are responsible for the proper functioning and update of the administrative and accounting internal control system in



relation to all the processes and accounting reporting under their control and they must constantly monitor those administrative and accounting procedures in order to ensure that they are properly applied and appropriate to the existing processes;

- tables of administrative and accounting controls, which describe the control activities implemented in each administrative and accounting process in relation to the risk identified and the related control objectives and which summarise the results of control testing activities performed by the Internal Audit Function. The controls described by those tables represent the application of control principles described in administrative and accounting control procedures. These tables are therefore used as a tool for the identification of the key controls in place, specific to each significant process, and for the identification of tests to be performed to assess the adequacy of the administrative and accounting internal audit system. These tables are constantly updated by the Internal Audit Function.

The Financial Reporting Officer appointed to prepare corporate accounting documents assesses and testifies to the adequacy of the 262 Control Model, which is the administrative and accounting internal control system just described and to the proper functioning of the procedures in place at least twice annually, when the interim half year and annual financial statements (consolidated financial statements of the Group and separate financial statements of the Parent Company) are approved. He is supported by the testing activity performed by the Group Internal Audit Function designed to assess the adequacy of the design and proper implementation and operational effectiveness of the controls in place.

Independent testing is performed continuously throughout the year on the basis of the annual audit plan drawn up by the Chief of Group Audit. The results of testing activities, assessments of possible areas for improvement and the relative corrective action are officially published in an annual report addressed to the Chief of Group Audit, the Financial Reporting Officer and the CEO.

The Financial Reporting Officer appointed to prepare corporate accounting documents is also responsible for monitoring the administrative and accounting internal control system on the basis of information received from the chiefs of corporate functions and reports on the activities performed by the Internal Audit Function, in order to ensure that the body of procedures is updated and that the controls identified by means of the administrative and accounting procedures are actually implemented.

(b) Roles and functions involved in the system for the management of risks and internal control in relation to the financial reporting process

The roles involved with specific reference to financial reporting processes are: the Board of Directors, CEO, the Chief of Group Audit, the Audit, Risk and Sustainability Committee and the Financial Reporting Officer (as well as the Director with responsibility for the internal control and risk management system).

The Financial Reporting Officer in conjunction with the CEO is responsible for putting adequate administrative and accounting procedures in place for the preparation of the separate Parent Company and consolidated financial statements.

Finally, we report that Legislative Decree No. 135/2016 has been in force since 5<sup>th</sup> August 2016, even if it contains a series of transition measures to ensure gradual introduction of the new rules. This decree implements Directive 2014/56/EU in Italian law which in turn had amended

the previous Directive 2006/43/EU which had been implemented by Legislative Decree No. 39/2010, commonly known as the “Consolidated statutory audit law”.

Legislative Decree No. 39/2010 that came into force on 7<sup>th</sup> April 2010 had introduced the assignment of functions to the Board of Statutory Auditors to act as a “Committee for internal control and accounting audit” (CICAA) indicating in particular that this should oversee the financial reporting process and the efficacy of the internal control, internal audit and, if applicable, the risk management systems.

In this respect, within the meaning of the general spirit of this legislation (i.e. an update of account auditing regulations to strengthen instruments designed to prevent financial crises and to consolidate and improve controls put in place by regulations to support the reliability and accuracy of company financial reports), Legislative Decree No. 135/2016 defines more accurately the duties assigned to Boards of Statutory Auditors in their capacity as the CICAA in entities of public interest.

The current version of Art. 19 introduced new elements to the old version, no longer assigning a general oversight function, but defining a series of specific duties, although they nevertheless relate to the four areas indicated above.

More specifically, the CICAA is required to monitor the efficacy of systems for the internal control of a company’s quality and risk management and, if applicable, internal audit, as far as the financial reporting of the entity subject to audit is concerned, without violating its independence.

Further information is given in Section 14 on the Board of Statutory Auditors.

### **11.1 DIRECTOR WITH RESPONSIBILITY FOR THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM**

Following his appointment by a Shareholders’ Meeting, on the 11<sup>th</sup> April 2017, the Board of Directors, confirmed the appointment as Executive Director with responsibility for the internal control system of Dr. Fritz Squindo, the General Manager for the co-ordination of operations and CFO.

The Director Responsible for supervising the functionality of the internal control and risk management system:

- has identified, with the help of the Chief of Group Audit, the principal business risks, taking account of the characteristics of the activities undertaken by the Company and by its subsidiaries and has reported on this to the Board. In detail, he has completed the update of the Recordati Catalogue of Risks for 2017 (again with the assistance of the outside company Deloitte S.p.A.) and he has reported on this in detail to the Audit, Risk and Sustainability Committee and the Board;
- has implemented the guidelines defined by the Board and, with the assistance of the Chief of Group Audit and other competent functions within the Company, has designed, constructed and managed the internal control and risk management system, while constantly checking its adequacy and effectiveness;
- has brought the system, again with the help of the Chief of Group Audit and other competent functions within the Company, into line with changes in operating conditions and in the legislative and regulatory framework.



The Executive Director responsible for monitoring the functionality of the internal control system:

- may request the Group Audit Function to investigate specific operational areas and compliance with internal rules and procedures in carrying out company operations, reporting promptly to the Board of Directors, to the Chairman of the Audit, Risk and Sustainability Committee and to the Chairman of the Board of Statutory Auditors;
- shall report promptly to the Audit Risk, and Sustainability Committee (or to the Board of Directors) with regard to problems and difficulties found in carrying out their activities or of which they have nevertheless learnt, so that the Committee (or the Board) make undertake appropriate initiatives.
- shall submit a proposal to the Board of Directors for the appointment and removal of the Chief of the Group Audit Function and also on the remuneration for him, consistent with Company policy.

## **11.2 CHIEF OF THE GROUP AUDIT FUNCTION**

When implementing amendments made to the CG Code in December 2011, on 20<sup>th</sup> December 2012, with specific reference to the Chief of the Group Audit Function, the Board of Directors acknowledged that it was the responsibility of the Board of Directors to appoint and remove the chief of that function on the basis of a proposal submitted by the Director Responsible for the internal control and risk management system, and also to ensure that he has adequate resources to carry out the relative functions and to set the remuneration consistent with Company policies.

It is underlined that the Group Audit Department, headed by Dr. Giovanni Minora, has no connection with any operational area whatsoever and reports hierarchically from 20<sup>th</sup> December 2012 to the Board of Directors. The Board also delegated responsibility to the Chairman and Chief Executive Officer for the ordinary management of the employment relationship with the Chief of the Group Audit Function. Following the demise of Ing. Recordati and the consequent modifications to the Company's organisational structure, the ordinary management of employment relationships has been assigned to the Chairman. Additionally, the Board confirmed the Chief of the Group Audit Function as the Internal Control Officer pursuant to Art. 150 of Legislative Decree No. 58/1998.

When he was appointed, the Board, having consulted with the Audit and Risk Committee, assessed the appropriateness of the remuneration paid to the Chief of Group Audit as an employee of the Company with respect to the Company's policies.

The duties of the Chief of Group Audit are as follows:

- to oversee, both on a continuous basis and in relation to specific needs and in observance of international standards, the functioning and the adequacy of the internal control and risk management system, by carrying out an audit plan approved by the Board of Directors, based on a structured process to analyse and set priorities in relation to the main risks;
- to prepare periodic reports containing adequate information on his activities, on the procedures employed to manage risks and on compliance with the plans drawn up to mitigate them. These periodic reports contain an assessment of the appropriateness of the internal control and risk management system;
- he promptly prepares reports on events of particular importance;

- to submit periodic reports to the Board of Statutory Auditors, the Audit, Risk and Sustainability Committee, the Board of Directors, the Director with responsibility for the internal control and risk management system and the CEO;
- as part of the audit plan, he oversees the reliability of IT systems, including those responsible for bookkeeping.

For the purposes of the above the Chief of Auditing has direct access to all information useful for performing his/her duties;

Furthermore, the Chief of Group Audit:

- explains the proposed annual work programme to the Audit, Risk and Sustainability Committee in order to implement any recommendations that Committee may intend to make;
- assists the Executive Director responsible for overseeing the functionality of the internal control and risk management system with the design, management and monitoring of the internal control and risk management system and with the identification of the various risk factors;
- schedules and carries out, consistent with the annual work plan, direct and specific audit activities at Recordati S.p.A. and in all the subsidiaries, with particular regard to companies of strategic importance, in order to detect any failings there may be in the internal control and risk management system, in the various risk areas.
- checks that the rules and procedures for auditing and risk management processes are observed and that all individuals involved act in accordance with the predetermined objectives;
- carries out checks on his own initiative or on the request of the Board of Directors, the Audit, Risk and Sustainability, the Executive Director responsible for monitoring the functionality of the internal control and risk management system or the Board of Statutory Auditors.

In detail, during the course of the year and in meetings of the Board of Directors already held in 2018, the Chief of Group Audit:

- explained the annual work programme and the organisational structure of his function to the Audit, Risk and Sustainability and Risk Committee;
- had direct access to all the necessary information to carry out his role;
- carried out direct and specific auditing tasks, in a manner consistent with the annual work plan;
- reported to the Executive Director responsible for monitoring the functionality of the internal control system on the results of the auditing activities undertaken during the Year;
- reported on his actions and on the results of the activities undertaken to the Audit, Risk and Sustainability Committee and to the Board of Statutory Auditors of the Company.

The Chief of Group Audit had an operating budget which was used to carry out the audits and checks performed during the Year.

The Board of Directors was informed by the Audit, Risk and Sustainability Committee of the organisational structure of the Group Audit Function and it agreed with the assessment of its adequacy in carrying out the responsibilities assigned to it and drawing up the audit plan approved for 2017.

### **11.3 ORGANISATIONAL MODEL pursuant to Legislative Decree 231/2001.**

The Italian companies of the Recordati Group (Recordati S.p.A., Innova Pharma S.p.A. and Orphan Europe Italia S.r.l.) have adopted their own model of organisation, management and control as envisaged under Italian Legislative Decree 231/2001 concerning the administrative liability of organisations. More specifically, Recordati, the Group Parent, adopted its model in 2003, Innova Pharma in 2007, and Orphan Europe in 2010. Italcimici S.p.A., acquired by Recordati in June 2016, will be adopting an analogous organisational model in 2018.

In accordance with Confindustria guidelines, the organisational models of the Italian companies of the Recordati Group are dynamic, effective mechanisms as a result of constant monitoring and updating by the Supervisory Bodies. The organisational models call for specific, confidential channels for the reporting of violations or other anomalies by employees and periodic personnel training on the content of Decree 231/2001 and of the organisational model. The Supervisory Bodies, which have been appointed within the Group's Italian companies, are boards comprising the chief of the Internal Audit unit and outside experts. Each Supervisory Body has its own internal regulations and operate in accordance with a specific programme. The Supervisory Bodies also periodically report to the boards of directors and of statutory auditors (where applicable).

For the subsidiaries located abroad, policies with a function similar to those of the organisational model pursuant to Legislative Decree 231/01 adopted by the Company have been implemented or are being implemented, where considered necessary based on local laws and regulations.

More specifically, the Spanish branch Casen Recordati is about to adopt a model of organisation, management and control in accordance with *Ley Organica* 2015/1 of 30th March 2015, which introduced a number of relevant changes into the Spanish penal code concerning criminal liability for legal persons.

In 2012, the Board of Directors, assisted by the then Audit and Risk Committee, had also assessed whether to assign the functions of the Supervisory Committee (pursuant to Legislative Decree No. 231/2001 in accordance with Law No. 183/2011 – the 2012 “Stability” Law), and decided in favour of Recordati continuing to maintain a Supervisory Committee as a highly specialised unit, dedicated entirely to the supervision of ethical, preventative, organisational and management procedures adopted to prevent incurring liability within the meaning of Legislative Decree No. 231/2001 and therefore with specific expertise on compliance with a particular area of law which applies to the Company. These functions were not therefore assigned to the Board of Statutory Auditors.

The organisation, management and control model is constantly updated and monitored with particular attention paid to preventing crimes and to risk assessment, following the new regulatory changes.

The Model consists of a general part and a specific part, arranged into different sections. The general part includes, inter alia, the Code of Ethics, the Disciplinary System and the By-Laws of the Supervisory Board. The specific part includes, inter alia, a "map" of the areas where the risk of crime is more marked and a significant number of "protocols" through which measures are put in place to prevent the commission of offences in the areas identified in the map.

A presentation of the Model adopted by the Company is available on the Company's website at [http://www.recordati.it/en/corporate\\_governance/compliance\\_programmes\\_](http://www.recordati.it/en/corporate_governance/compliance_programmes_).

## **11.4 CODE OF ETHICS**

Approved by Recordati S.p.A. in 2002 and constantly updated and supplemented, the Code of Ethics is a clear embodiment of the Company's values, including: protection of the individual; fairness and equality; ethical conduct and compliance with the law; loyalty; the confidentiality of information; respect of the interests of all stakeholders; professionalism; and the protection of health and the environment.

By way of the Code of Ethics, the Group undertakes to ensure equal employment opportunities without discrimination, to lead the way in the protection of the environment and of individual health, to promote and protect the health of our employees, and to provide technical and career training for them.

In conducting operations, the Group ensures that there is a constant balance between the pursuit of profit and the observance of the law and of ethics, while taking account of corporate social responsibility and the need to prevent the risk of violations of the law.

The Code of Ethics establishes the rights, duties and responsibilities of all those who work for Recordati in whatever capacity and represents a point of reference in regulating the various activities of all companies of the Group. The conduct specified in the Code of Ethics concerns a range of areas within the organisation. The rules of conduct established in the Code of Conduct include: the need to avoid conflicts of interest; the prohibition of corruption, unlawful favouritism, and collusion; responsibilities in the use and protection of company information; and relations with government, political organisations, trade unions, and the media.

The Code of Ethics, which has been or is being adopted by all companies of the Group, is an integral part of the model of management, organisation and control pursuant to Legislative Decree 231/2001 for Italian companies and is one of the cornerstones of the model itself.

Observance of the Code of Ethics is not only required of directors, management, employees, and all who work within the Group, but is also an integral part of the obligations of trading partners and other third parties, such as vendors, consultants, agents, partners, and whoever has relations with the companies of the Recordati Group.

Distribution and dissemination of the Code of Ethics is handled directly by the Parent Company for the Italian companies of the Group. All employees are provided with a copy of the Code of Ethics, and it is also available on the Company's website. Recordati also provides ongoing training for all employees. In 2017, classroom and distance training concerning the Code of Ethics and the organisational model required by Legislative Decree 231/2001 was provided. Classroom training was provided to 160 people, while distance training reached some 300 pharmaceutical sales representatives of the Italian companies of the Group.

### **The Recordati Group's Anti-Bribery Model**

Because of our international reach, the Recordati Group is present in a diverse range of social, cultural, economic and political contexts and is responsible for acting in accordance with applicable laws based on an awareness that any act of corruption would compromise the

integrity of our business, would jeopardise the organisation, and would expose the company to legal and financial risks and risks to our company image.

The Group is firmly committed to conducting business transparently, honestly and ethically in every nation in which we operate, and we reject all forms of corruption, aware of the potential risks deriving from our numerous relations with government that are typical of the industry in which the Group operates.

To that end, since 2009, the Group has been conducting an assessment of the status of internal mechanisms in accordance with the main international and supranational anti-bribery laws and regulations in the countries in which we have branches.

The Group's anti-bribery programme involves the employees of the both the Parent Company and of the various branches and is made up of four stages:

1. assessment of local and supranational legislation;
2. assessment of the local systems, procedures and models to protect against corruption;
3. analysis of inherent risks and of existing mechanisms for identifying residual risks;
4. definition and release of the Group's Anti-Bribery Model.

Based on the documentation and information gathered, 13 areas of the organisation potentially exposed to a risk of corruption were identified, and the principles of conduct to avoid corruption have been defined for these areas. Based on this analysis, an Anti-Bribery Manual for the Group has been implemented.

The 13 areas most exposed to the potential for corruption risk are the following: Research and Development; Production; relations with doctors and healthcare organisations; regulatory activities; transactions with government; consulting; medicine samples; courses and conferences; promotional material; donations; financial transactions; Human Resources; and relations with politicians and political organisations.

In 2016 and 2017, this manual was distributed to the Recordati branches in Spain, France, Russia, Turkey and Portugal, and it will be gradually distributed to the Group's other branches as well.

With regard to communication and training on the issues of corruption and the principles defined in the Recordati Group's Code of Ethics, all members of the Recordati S.p.A. Board of Directors were informed of the policies and procedures adopted in 2017. During the period 2016-2017, anti-bribery training was also provided to a total of 2,480 employees, of which 800 in Italy and 1,680 in the Group's branches outside Italy.

In 2017, the Company requested an audit of our anti-bribery management mechanisms based on the ISO 37001 standard, which is the benchmark standard for this issue. Although we have not adopted an actual ISO anti-bribery management system, the results of the assessment conducted showed that the Company's system of internal controls is essentially in line with the ISO standard.

#### **Other models of control and adoption of national codes of ethics**

The systemic approach of the model of organisation, management and control defined under Legislative Decree 231/2001 is may also be found in other models in other areas of the company,

such as within the scope of health and safety in the workplace, environmental management, and data protection.

In the area of data protection and management, the Recordati Group implemented a group-wide project in 2017 to implement all measures defined under the General Data Protection Regulation (GDPR no. 2016/679). In December 2017, this project completed the process of mapping personal-data handling as currently conducted within the Group's companies in Europe and planned the corrective actions to be implemented in 2018 in order to comply with the recommendations of the aforementioned regulation.

The Recordati Group also adheres to the codes of self-regulation issued by industry associations that oversee activities related to detailing activities. A large part of the Group's branches have adopted the codes of ethics defined by their local pharmaceutical associations. These codes of conduct are based on the European Federation of Pharmaceutical Industries and Associations (EFPIA) code, which establishes the ethical standards for European pharmaceutical firms for the management of detailing activities and relations with the medical community.

Within the scope of involvement with the industry associations and adoption of their codes of ethics, the branches are taking specific action aimed at maximising transparency in their management of relations with the medical and scientific community. This includes Project Transparency (and publication of the "Transfers of Value" for healthcare organisations and operators) and the certification of detailing procedures.

### **11.5 AUDIT FIRM**

KPMG S.p.A. is the firm of external auditors appointed to audit the Company. The appointment was formally made by a Shareholders' Meeting on 13<sup>th</sup> April 2011 for the years 2011-2019, as proposed by the Board of Statutory Auditors.

### **11.6 THE FINANCIAL REPORTING OFFICER**

On 3<sup>rd</sup> May 2007, the Board of Directors, having noted the favourable opinion of the Board of Statutory Auditors and of the Internal Audit Committee, appointed Fritz Squindo, General Manager for the co-ordination of operations, as the Financial Reporting Officer.

During that meeting, it was confirmed that he satisfied the requirements of respectability and professionalism laid down in the applicable legislation and in the Company's By-Laws, which stipulate, in Art. 25, that the Financial Reporting Officer must not only satisfy the requirements of respectability laid down by law for those performing administrative and managerial duties but also the requirements of professionalism characterised by specific competence in administrative and accounting matters. This competence, to be verified by the Board of Directors, must be acquired through working experience in a position of adequate responsibility over a suitable period of time.

The manager appointed to prepare the corporate accounting documents is given duties and powers to perform that assignment which include the provisions of the operational guidelines for that manager approved by the Board of Directors on 3 May 2007.

## **11.7 CO-ORDINATION BETWEEN THOSE INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM**

The Company has specified the roles and responsibilities of those involved in the internal control and risk management system in detail, in the guidelines for the internal control and risk management system of Recordati S.p.A. and of the Recordati Group and also the procedures for co-ordination between the parties involved

In this respect, the Company encourages meetings between the different roles involved in order to exchange information and to co-ordinate. As already reported, the entire Board of Statutory Auditors in particular is constantly invited to participate in the proceedings of the Audit, Risk and Sustainability Committee and also the Director Responsible for the internal control and risk management system, the Chief of Group Audit, the Supervisory Committee pursuant to Legislative Decree No. 231/01, and senior representatives of the external audit firm have participated in various meetings on invitation of the Chairman of the Committee and on individual items on the agenda.

The Board of Statutory Auditors of the Company and the Supervisory Committee pursuant to Legislative Decree No. 231/01 have organised and held joint meetings during the year for the same purposes of co-ordination on matters of common interest.

Finally, the Board of Statutory Auditors meets periodically with the Financial Reporting Officer, the external auditors and the various corporate functions involved in the processes and procedures that must be subject to specific audit by the Board of Statutory Auditors, including those relating to the internal control and risk management system.

## **11.8 REGULATIONS FOR CONTROLLED FOREIGN COMPANIES LOCATED IN NON-EU COUNTRIES**

In relation to the provisions of Art. 16 (former Art. 36) and Art. 18 (former Art. 39) of the Markets Regulations (as amended by Consob Resolution No. 20249 of 28<sup>th</sup> December 2017) concerning the conditions for the listing of the parent companies of companies formed and regulated under the laws of countries that do not belong to the EU and which are of significant importance for the purposes of consolidated financial statements, since 31<sup>st</sup> December 2017 the regulatory provisions of Art. 16 of the Markets Regulations have applied to the Turkish subsidiary Recordati İlaç Sanayi Ve Ticaret Anonim irketi, to the American subsidiary Recordati Rare Diseases Inc and to the Russian subsidiary Rusfic LLC.

With reference to those companies, the Company:

- publicly discloses its financial statements used for preparing consolidated financial statements;
- ensures that they regularly deliver information to the external auditor of the Parent Company needed to audit the annual and interim accounts of the Parent Company itself.

Finally the Company possesses continuous knowledge of the composition of the corporate bodies of the controlled companies with information on the company officers and on the corporate by-laws of the companies.



## 12. DIRECTORS' INTERESTS AND RELATED-PARTY TRANSACTIONS

Subject to the opinion in favour of the Audit and Risk Committee identified as the Committee Responsible pursuant to Art. 4 paragraph 3 of Consob Regulation No. 17221 of 12<sup>th</sup> March 2010, in a meeting held on 24<sup>th</sup> November 2010, the Board adopted “Regulations for related-party transactions” in accordance with Art. 2391-*bis* of the Italian Civil Code and with the Regulations just mentioned to replace the “Procedure for significant transactions with related parties or when a Director has an interest in the transaction” adopted in 2008.

The Regulations for Related-Party Transactions (the full text is available on the Company website at

[http://www.recordati.it/en/corporate\\_governance/related\\_parties/regulations\\_for\\_related-party\\_transactions/](http://www.recordati.it/en/corporate_governance/related_parties/regulations_for_related-party_transactions/), in force since 1<sup>st</sup> January 2011, defines the guidelines and the criteria for the identification of related-party transactions and it gives details of the roles, responsibilities and operating procedures designed to ensure adequate reporting transparency and the relative proper conduct in form and substance for those transactions. The Company has also issued internal rules in order to ensure that the Regulations are fully implemented.

At the beginning of 2017, the Board therefore carried out a periodic review of the Related Party Transactions Regulations, three years having passed since it was last updated and, having taken note of the opinion given by the Audit and Risk Committee, it considered that those regulations were still adequate, not requiring substantial modifications, but only modifications of a formal character.

The following was performed on the basis of those Regulations:

- the Audit and Risk Committee (now the Audit, Risk and Sustainability Committee) was identified as the Committee Responsible for issuing a reasoned opinion on both transactions of Major Importance and transactions of Minor Importance, except for related-party transactions concerning remuneration, for which the Committee Responsible would be the Remuneration Committee. As already reported both committees are composed exclusively of independent Directors;
- a related-party transaction is defined as any transfer of resources, services or obligations (i.e. any contractual commitment) between Recordati – either directly or through its subsidiaries – and one or more Recordati Related Parties, independently of whether any consideration has been agreed upon;
- a Recordati related-party is defined as:
  - (a) the parent of Recordati and its shareholders;
  - (b) any other party which, either directly or indirectly, including through subsidiaries, trust companies or intermediaries and/or jointly with other parties (also defined as related parties):
    - (i) exercises Control over Recordati, is controlled by it or is subject to Common Control;
    - (ii) holds an interest in the share capital of Recordati such that it is able to exert Significant Influence over it;
  - (c) an associate company of Recordati;
  - (d) a joint venture in which Recordati SpA is a venturer;
  - (e) an executive with strategic responsibilities of Recordati or its parent;
  - (f) a close member of the family of one of the parties referred to in letters (a), (b) or (e);

(g) an entity in which one of the parties referred to in letters (e) or (f) exercises Control, Joint Control or Significant Influence or holds, either directly or indirectly, a significant proportion, and in any case not less than 20%, of the voting rights;

(h) a collective or individual, Italian or foreign, supplementary pension fund, formed for the benefit of Recordati employees, or any other entity related to it, to the extent by which that fund has been formed or promoted by Recordati, or in the circumstance that Recordati may influence its decision-making processes.

- Key Management Personnel are those persons defined as such in accordance with the legislation and regulations in force from time to time. At present these are those persons who have power over and responsibility, either directly or indirectly, for the planning, management and control of the activities of the Company, including the Directors (executive and non- executive) of the company itself, full members of the Board of Statutory Auditors, the General Managers, the manager appointed to prepare corporate accounting documents (the “Financial Reporting Officer”) and all those additional persons identified from time to time as such by the Board of Directors, and proposed by the Chief Executive of the Company.
- Transactions of Major Importance are defined as those related-party transactions for which at least one of the relevance indicators contained in the aforementioned Attachment No. 3 of the Consob Regulations and which are applicable according to the characteristics of each related-party transaction (i.e. value of the transaction in relation to shareholders’ equity or, if greater, to capitalisation; total assets of the entity involved in the transaction compared to the total assets of the Company; total liabilities of the entity acquired compared to the total assets of the Company) exceeds 5%;
- Transactions of Minor Importance are defined as those related-party transactions which are not transactions of Major Importance and not transactions of negligible amount i.e. transactions for an individual amount of less than €150,000 .

The Regulations do not apply to:

- Transactions of Negligible Amount unless they are more than one Transaction of Negligible Amount performed as part of a single plan, the total value of which exceeds the sum of €150,000 ;
- intercompany transactions provided that no Significant Interests of other related parties of the Company exist in the subsidiaries of Recordati or in associate companies of Recordati which are counterparties to the transaction. It is considered that the existence of “Significant Interests” of other related parties could be determined by:
  - the existence of a significant amount receivable by the Chief Executive Officer of the Parent from a subsidiary;
  - one or more directors or other executives with strategic responsibilities shared between companies who benefit from share based incentive schemes (or in any case variable remuneration) dependent on the results of subsidiaries or associate companies with which the transaction is performed;
  - an interest held in a subsidiary or associate company (even indirectly) by the party that controls the parent.
- shareholders’ resolutions pursuant to Art. 2389, paragraph one of the Italian Civil Code, concerning the remuneration due to members of the Board of Directors and resolutions concerning the remuneration of Directors appointed to special positions which forms part of the total amount determined in advance by shareholders in accordance with Art. 2389, paragraph three of the Italian Civil Code;

- shareholders' resolutions pursuant to Art. 2402 of the Italian Civil Code, concerning the remuneration due to members of the Board of Statutory Auditors;
- remuneration schemes based on financial instruments approved by shareholders in accordance with Art. 114-*bis* of the Consolidated Finance Law and the relative transactions to implement them;
- decisions (other than those referred to under the preceding letter c) concerning the remuneration of Directors, Directors appointed to special positions and other executives with strategic responsibilities, when (i) the Company has adopted a remuneration policy (the formulation of which involved a committee formed exclusively of non-executive directors, the majority of which are independent) (ii) the Company has submitted a report which illustrates the remuneration policy to a Shareholders' Meeting for approval or a consultative vote, and (iii) the remuneration actually assigned is consistent with that policy;
- decisions, to be taken when a professional arrangement is established with Recordati, concerning the remuneration of executives with strategic responsibilities, other than Directors and members of the Board of Statutory Auditors;
- transactions which fall within the ordinary performance of operating activities and the related financial activities concluded under conditions equivalent to market conditions or standards (i.e. conditions similar to those normally practiced with non-related parties for transactions of an analogous nature, magnitude and risk or based on regulated tariffs or on compulsory prices or those practiced for parties with which the Company is obliged by law to negotiate a determined consideration). The "ordinary performance" is identified by considering the contents, recurrence, function or purpose and timing of the transaction and also the nature of the counterparty, even if it is a related-party. Operating Activities are defined as the main revenue generating activities and all other normal activities of the Company that are not classifiable as investment or financial activities pursuant to International Financial Reporting standard seven adopted by EC Regulation No. 1126 of 2008, as subsequently amended from time to time. Should the exemption contained in this point apply, the Company is nevertheless required, without prejudice to Art. 114, paragraph 1 of the Consolidated Finance Law, to comply with the provisions of Art. 13, paragraph 3, letter c), points i) and ii) of the Consob Regulation No. 17221 of 12<sup>th</sup> March 2010;
- demerger transactions in the strict sense of the proportional type, share issues with option rights reserved to shareholders and to any holders of financial instruments (therefore issuances which are performed without excluding their option rights) and transactions for the purchase/sale of treasury stock if performed, other conditions remaining the same, to the benefit of both related parties and all others holding rights;
- transactions to be performed on the basis of instructions for the purposes of stability issued by the supervisory authority, without prejudice to disclosure obligations under Consob Regulations.

The Company Annual Report may be consulted with regard to transactions with related parties carried out in 2017.

### **13. APPOINTMENT OF STATUTORY AUDITORS**

The appointment of Statutory Auditors is governed by art. 26 of the By-Laws, which is given below:

*"Art. 26) The Shareholders' Meeting shall appoint the Board of Statutory Auditors, comprising three statutory auditors and two alternate auditors, who may be re-elected, and shall determine their remuneration. Their powers, duties and term of office shall be as established by law.*

*Auditors shall satisfy the requirements laid down in current laws and regulations. As regards requirements of professionalism, the matters and sectors of activity strictly connected with that of the company are the research, production and sale of chemical and pharmaceutical products. The minority shareholders shall elect one Statutory Auditor and one Alternate Auditor.*

*Unless otherwise provided for in laws or regulations, the Board of Statutory Auditors shall be appointed according to the procedures set out in the following paragraphs on the basis of slates submitted by Shareholders in which candidate are listed by means of a progressive number and in compliance with the existing legislation in force concerning gender balance.*

*The slate must specify whether each candidate is nominated for the position of Statutory Auditor or for the position of Alternate Auditor.*

*Only Shareholders individually or jointly possessing a total number of shares with voting rights representing at least 2.5% of capital stock with voting rights or representing a lesser percentage as established or provided by binding legal or regulatory provisions which shall be specified in the notice of meeting shall have the right to present slates.*

*Each shareholder, including shareholders who have signed a shareholders' agreement identified in article 122 of Italian Legislative Decree No. 58/1998, controlling entities, subsidiaries, and jointly controlled entities, is prohibited from individually or jointly submitting more than one slate or voting for different slates, even through a third party or trust company. Each candidate may only run on one slate on penalty of disqualification. Endorsements of slates and votes cast in violation of this prohibition shall not be attributed to any slate.*

*The slates submitted shall be deposited at the Company's head offices at least twentyfive days before the date scheduled for the first convocation of the Shareholders' Meeting without prejudice to further disclosure required by regulatory or other provisions in force at the time.*

*Without prejudice to any further procedural duty required by the legislation and also by the regulations currently in force, the following must be deposited together with each slate, within the time limit already mentioned:*

- a) information on the identity of the shareholders who have submitted the slates, indicating the total percentage of capital stock held;*
- b) a declaration by shareholders other than those who hold, singly or jointly, a controlling interest or relative majority, attesting to the absence of any forms of association with such shareholders, as provided for by the regulations in force;*
- c) a thorough report of the personal characteristics of candidates and a declaration from the said candidates attesting that they possess the requirements established by law, together with their acceptance of the candidature.*

*Slates containing a total number of candidates equal to or greater than three must be composed of candidates belonging to both genders, so that a percentage of candidates to the position of Statutory Auditor and candidates to the position of Alternate Auditor equal to that required by the legislation in force at the time concerning gender balance for the composition of the Board of Statutory Auditors belongs to the less represented gender in a given slate.*

*Slates not satisfying the requirements specified above shall be considered as not having been submitted.*

*Statutory Auditors shall be elected as follows:*

- 1. from the slate which obtained the highest number of votes at the Shareholders' Meeting, two statutory auditors and one alternate auditor shall be elected, based on the progressive order with which they are listed in the sections of the slate;*

2. from the second slate which obtained the highest number of votes at the Shareholders' Meeting and which, in accordance with regulations in force, has no connection, not even indirectly, with those who submitted and voted for the slate which obtained the highest number of votes, one statutory auditor, who shall chair the Board of Statutory Auditors, and one alternate auditor shall be elected, based on the progressive order with which they are listed in the slate.

*In the event of a tie between slates for the appointment of the Auditors indicated in point 2 of the foregoing paragraph, the slate submitted by shareholders owning the largest shareholding or, alternatively, the slate submitted by the largest number of shareholders shall prevail.*

*If by following the above procedures, the composition of the full members of the Board of Statutory Auditors in compliance with the legislation in force at the time concerning gender balance is not ensured, the necessary replacements shall be made from the candidates to the position of full Statutory Auditor on the slate that obtained the majority of votes on the basis of the order of the names on the slate.*

*Should a single slate or no slate be submitted, all candidates for that position named on the aforesaid slate or those voted by a Shareholders' Meeting (as long as they receive a relative majority of the votes cast in the Shareholders' Meeting) shall be elected as Statutory and Alternate Auditors and provided the existing legislation in force on gender balance are complied with.*

*Should they no longer satisfy the requirements laid down by law and in the by-laws, the auditor shall leave office.*

*Should it become necessary to replace a statutory auditor, the alternate auditor belonging to the same slate as the outgoing auditor shall take the latter's place or, failing this, should the minority auditor leave office, he shall be replaced by the next candidate on the slate from which the outgoing auditor was elector, or, alternatively, by the first candidate on the minority slate that obtained the second highest number of votes.*

*It is understood that the Board of Statutory Auditors shall continue to be chaired by the minority auditor and the composition of the Board of Statutory Auditors must comply with the existing legislation in force on gender balance.*

*The procedure outlined below shall be followed when the Shareholders' Meeting is required to appoint statutory and/or alternate auditors to complete the board: if it is necessary to replace auditors elected on the basis of the majority slate, the replacements shall be appointed by relative majority vote without slate voting; if, however, it is necessary to replace auditors elected on the basis of the minority slate, the Shareholders' Meeting shall replace them by a relative majority vote by choosing them from the candidates on the slate from which the outgoing auditor was elected or on the slate that obtained the second highest number of votes.*

*Should the application of the above procedures not result in the replacement of the auditors designated by minority shareholders for whatever reason, the shareholders' meeting shall hold a relative majority vote, following the presentation of candidatures by shareholders that, individually or together with others, possess shareholdings with voting rights that represent at least the percentage indicated above in relation to the procedure for the presentation of slates. However, votes registered by shareholders who hold the relative majority of voting rights that may be exercised in the meeting as identified in disclosures made in accordance with applicable regulations, whether directly, indirectly, or jointly with other shareholders who have signed a shareholders' agreement as indicated in article 122 of Italian Legislative Decree No. 58/1998, shall not be considered in establishing the outcome of said vote.*

*The replacement procedures set forth in the above paragraphs must in any event ensure compliance with the legislation in force at the time concerning gender balance.*

*Members of the Board of Statutory Auditors may participate in meetings remotely by means of audio-visual connection, video conferencing or telephone link-up systems.*

*In the above case:*

*- the following must always be established:*

*a) the identity of all members attending, at each point of connection, shall be confirmed;*

*b) each member attending shall be permitted to express a personal opinion verbally, to view, receive or send any documentation and to participate simultaneously in the discussion of the points at issue and pass resolutions;*

*- meetings of the Board of Statutory Auditors shall be considered to be held at the place where both the Chairman and Secretary are located.*

*The statutory audit of the Company's accounts shall be performed by the Audit Firm on the basis of applicable regulations".*

It is underlined that the right to submit slates is only held by shareholders who, individually or together with other shareholders submitting slates, hold voting shares representing at least 2.5% of the voting capital in the Ordinary Meeting, or representing any lower percentage established by mandatory laws or regulations. In accordance with articles 144-*quater* and 144-*septies* of the Issuers' Regulations adopted by Consob Resolution No 20273 of 24<sup>th</sup> January 2018, with regard to the capitalisation of the Company in the last quarter of 2017, the percentage of the share capital required to present slates of candidates to the Board of Statutory Auditors of the Company is currently 1%.

The minority slates shall elect one Statutory Auditor and one Alternate Auditor. As regards the appointment mechanism adopted for choosing the candidates on the various slates submitted, note that, again according to the above transcribed Art. 26 of the By-Laws, two statutory auditors and one alternate auditor are elected from the slate which obtained the highest number of votes in the Shareholders' Meeting, based on the progressive order with which they are listed in the sections of the slate; from the second slate which obtained the highest number of votes after the first slate and which has no connection, not even indirectly, with the shareholders who submitted or voted for the slate which obtained the highest number of votes, one statutory auditor, who will chair the Board of Statutory Auditors, and one alternate auditor are elected, based on the progressive order with which they are listed in the slate.

With regard to the legislation on gender balance in corporate bodies (articles 147-*ter* and 148 of the TUF, Art. 144-*undecies* of the Issuers Regulations, as amended by Law No. 120/2011), which apply to the renewal of corporate bodies subsequent to 18<sup>th</sup> August 2012, the Company made the necessary amendments to the By-Laws on 8<sup>th</sup> May 2012 in order to comply with the new regulations. Reference may be made in this respect to the text of article 26 reported above in full.

In particular, the Board of Statutory Auditors shall be appointed in compliance with the existing legislation in force on gender balance (and in any case on the basis of slates of candidates presented by shareholders).

Finally, we report that article 19, paragraph 3 of Legislative Decree No. 39/2010, as amended by Legislative Decree No. 135/2016, requires that members of the committee for internal control and the accounting audit – which for “public interest entities” is the Board of Statutory Auditors – are competent as a whole and also in the sector in which the company operates.



#### **14. STATUTORY AUDITORS (composition and functioning of the Board of Statutory Auditors pursuant to Art. 123-bis, paragraph 2, letters d and d-bis, of the Consolidated Finance Law)**

The composition of the Board of Statutory Auditors in office on the closing date of the Year is shown below. The Board was appointed by the Ordinary Shareholders' Meeting of 11<sup>th</sup> April 2017 and its term of office will expire at the Shareholders' Meeting called to approve the financial statements for the year ended 31<sup>st</sup> December 2019.

At the Ordinary Shareholders' Meeting of 11<sup>th</sup> April 2017, two slates for the position of statutory auditor were presented: one by the shareholder FIMEI S.p.A., holder of 108,308,905 ordinary shares equal to 51.791% of the Recordati S.p.A. share capital, and another, following the shareholding required in order to present a minority slate being cut in half, presented by other institutional investors, who collectively held 1,587,431 shares equal to 0.7591% of share capital. In detail:

The first slate, presented by FIMEI S.p.A., named the following individuals to be members of the Board of Statutory Auditors:

Statutory Auditors

Dr. Marco Nava

Dr. Marco Rigotti

Dr. Livia Amidani Aliberti

Alternate Auditors

Dr. Patrizia Paleologo Oriundi

Dr. Marco Viganò

The second slate presented by the institutional investors named the following individuals to be members of the Board of Statutory Auditors:

Statutory Auditors

Dr. Antonio Santi

Alternate Auditors

Dr. Andrea Balelli

As a result, and in accordance with the mechanism established to ensure female representation on the board, the following individuals were elected:

Dr. Antonio Santi	Statutory Auditor and Chairman
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Dr. Marco Nava	Statutory Auditor
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Dr. Livia Amidani Aliberti	Statutory Auditor
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Dr. Patrizia Paleologo Oriundi	Alternate Auditor
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Dr. Andrea Balelli	Alternate Auditor
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The voting share capital represented 78.595% % of the share capital with voting rights of the Issuer. A total of 117,279,915 shares were in favour of slate no. 1 (56.081% of the share capital with voting rights). A total of 46,973,778 shares were in favour of slate no. 2 (22.462% of the share capital with voting rights).

The composition of the Board of Statutory Auditors complies with the criteria indicated in the applicable provisions on balance between genders.

Curricula vitae providing information on the personal and professional characteristics of each candidate were attached to the slates presented by FIMEI and by institutional investors,



accompanied by a list of the management and supervisory positions occupied in other companies and which are significant in accordance with the law and also by declarations made by each candidate that they accept their candidature and that there are no grounds for ineligibility or incompatibility and that they satisfy the requirements prescribed by law and in the By-Laws for the office of Statutory Auditor. The above documentation may be consulted on the website [www.recordati.it](http://www.recordati.it) (in the section Investor Relations, Shareholders' Meetings, financial year 2017).

The personal and professional characteristics of each auditor are in any case contained in Attachment 1 of this Report.

TABLE OF THE COMPOSITION AND STRUCTURE OF THE BOARD OF STATUTORY AUDITORS										
Office	Members	Year first appointed	Year of birth	In office since	In office until	Slate (M/m) *	Indep. according to CG Code	Indep. according to TUF	(%) **	Number of other offices ***
Chairman	ANTONIO SANTI	2017	1977	11.4.2017	Approval of 2019 financial statements	m	X	X	6/6	1
Statutory Auditor	LIVIA AMIDANI ALIBERTI	2014	1961	11.4.2017	Approval of 2019 financial statements	M	X	X	7/7	2
Statutory Auditor	MARCO NAVA	2008	1960	11.4.2017	Approval of 2019 financial statements	M	X	X	7/7	0
Alternate Auditor	PATRIZIA PALEOLOGO ORIUNDI	2014	1957	11.4.2017	Approval of 2019 financial statements	M	X	X	N/A	1
Alternate Auditor	ANDREA BALELLI	2017	1975	11.4.2017	Approval of 2019 financial statements	m	X	X	N/A	1
OUTGOING MEMBERS OF THE BOARD OF STATUTORY AUDITORS ON 11.4.2017										
Statutory Auditor	MARCO RIGOTTI	2008	1967	17.4.2014	Approval of 2016 financial statements	M	X	X	1/1	1
Alternate Auditor	MARCO ANTONIO VIGANO'	2008	1960	17.4.2014	Approval of 2016 financial statements	M	X	X	N/A	0

\* M/m are given in this column where "M" indicates a member elected from the majority slate and "m" from a minority slate.

- \*\* This column contains the percentage attendance of Auditors at the relative board meetings of Statutory Auditors (number of presences/number of meetings held during the actual period office of the person concerned).
- \*\*\* This column gives the number of positions as a director or statutory auditor held by the person in accordance with article 148 - *bis* of the TUF and the relative provisions for implementation contained in the Consob Issuers' Regulations. The full list of appointments is published by the Consob on its website in accordance with Art. 144 quinquiesdecies of Consob's Issuers' Regulations, Furthermore, all positions held by Statutory Auditors are given in full in the section of this Corporate Governance Report containing the curricula vitae of the Statutory Auditors.

**INDICATE THE QUORUM REQUIRED FOR THE PRESENTATION OF SLATES WHEN DIRECTORS WERE LAST APPOINTED:**  
**1%**

**Number of meetings held during 2017: 7**

Statutory auditors fees' are set by a Shareholders' Meeting when they are appointed.

The fees for the Board of Statutory Auditors in office were set by a Shareholders' Meeting held on 11<sup>th</sup> April 2017, at the same amounts as previously set, with an annual fee of €50,000 for the Chairman of the Board of Statutory Auditors and of €35,000 for each Statutory Auditor, gross of withholding tax.

Details of the fees earned in 2017 are nevertheless given in detail in the Remuneration Report. During the year the Board of Statutory Auditors met eight times, with meetings lasting approximately 2 hours and 20 minutes on average.

As regards the current year, seven meetings are scheduled and the Board of Statutory Auditors has already met twice in 2018. The percentage attendance of Auditors in these meetings in 2017 is shown in the table above.

In application of Art. 144-novies of the Issuers' Regulations and the Corporate Governance Code (as amended in July 2015), the satisfaction of the requirements mentioned above by members of the Board of Statutory Auditors is assessed by the latter, which submits the results to the board of directors which discloses them, after the appointment, by means of a press release, and subsequently on an annual basis in the corporate governance report.

The Board of Statutory Auditors conducted an internal verification of its independence after its appointment. It was found from the outcome of that verification that all the Statutory Auditors in office possessed the requirements for independence according to Art. 148 of the TUF and also with regard to independence requirements contained in the CG Code. This assessment was repeated, with a positive outcome, on 14<sup>th</sup> February 2018. The Board of Statutory Auditors noted, in particular, that the requirement of independence of the statutory auditor Dr. Marco Nava continued to be met, despite holding the position for more than nine years, having taken account of the parameters of substance and not of form.

The Board of Statutory Auditors has checked the independence of the audit firm KPMG S.p.A., checking both compliance with legislative provisions and the nature and extent of services other than financial auditing provided to a number of subsidiaries by the same audit firm and by the entities belonging to the latter's network. For information concerning services other than those of auditing the accounts provided by the audit firm to the Company and its subsidiaries, reference may be made to the relative attachment "Disclosure of auditors' fees for accounting

audits and other services” to the consolidated financial statements at 31<sup>st</sup> December 2017 and the draft separate financial statements of Recordati S.p.A. at 31<sup>st</sup> December 2017.

The Board of Statutory Auditors, in the performance of its activities, liaised with the Chief of Group Audit and with the Risk Committee through the constant presence in Committee meetings, in which the Chief of Group Audit also usually participates. It also worked with the Supervisory Committee appointed in accordance with Legislative Decree No. 231/2001. The Board reported to the Director with Responsibility for the internal control and risk management system. Finally, it participated in the work of the Remuneration Committee.

As part of its oversight of procedures for the concrete implementation of corporate governance rules, the Board of Statutory Auditors verified that the criteria and procedures of evaluation adopted by the Board to evaluate the independence of its members were implemented correctly.

The Board of Statutory Auditors is also called upon to carry out the duties assigned by the legislation in force to the “Committee for internal control and accounting audit” (CICAA), set up by Legislative Decree No. 39/2010 (the “Consolidated Statutory Audit Act”), which implements Directive No. 2006/43/EC concerning the statutory audit of annual accounts which entered into force on 7<sup>th</sup> April 2010. As already stated in Section 11, Legislative Decree No. 39/2010 was amended by Legislative Decree No. 135/2016 (with which Directive 2014/56/EU was implemented in Italian law), which came into effect on 5<sup>th</sup> August 2016 (although it contained a series of transition measures to ensure gradual introduction of the new rules).

The current version in force of article 19 of Legislative Decree 39/2010 defines the duties of the Board of Statutory Auditors in its capacity as the CICAA more precisely, no longer assigning a general oversight function to it, but defining a series of specific duties, although they nevertheless relate to the four areas which the previous article 19 required the Board of Statutory Auditors to oversee (the financial reporting process; the efficacy of the internal control, internal audit (if applicable) and risk management systems; the statutory audit of the separate company and consolidated financial reports; the independence of the statutory auditor or the firm of statutory auditors, especially with regard to the provision of non-auditing services to the entities subject to statutory audit of its accounts).

More specifically, the CICAA is required to monitor the efficacy of systems for the internal control of a company’s quality and risk management and, if applicable, internal audit, as far as the financial reporting of the entity subject to audit is concerned, without violating its independence.

Furthermore, from the specific viewpoint of the statutory audit, on the basis of the current article 19 of Legislative Decree No. 39/2010, the duties of the CICAA are as follows:

- to monitor the statutory audit of the annual separate company and consolidated financial reports;
- to report to the management body and the results of the statutory audit and to submit to it the additional report required by article 11 of Regulation No. 537/2014, accompanied by any remarks that there may be;
- to verify and monitor the independence of the statutory auditors or the firm of statutory auditors, especially with regard to the adequacy of non-auditing services provided;
- these activities also include responsibility for the procedure for the selection of the auditing firm as well as the indication of the firm to be appointed in the recommendation (in accordance with the provisions of article 16 of Regulation No. 537/2014).

Also for the auditing purposes indicated above concerning the efficacy of the systems for the internal control of the Company's quality and risk management, the Board of Statutory Auditors examined the model to map, manage and monitor risks in the Company and the Group (named the "Catalogue of risks") updated to 2017 and developed by the Group with assistance from the consulting company Deloitte S.p.A. The Board of Statutory Auditors also systematically meets with the head of the main company functions, who provide any additional information requested by the Board.

During the year, given the experience of the members of the Board of Statutory Auditors in the specific industry segments in which the Company is involved and the information provided them during the individual meetings of the Board and in the meetings mentioned above, the Chairman did not deem it necessary to organise specific induction sessions.

It should also be noted that the Board of Statutory Auditors, by participating in the meetings of the Board of Directors, receives periodic updates on operations and on developments in the regulator and legislative framework.

As mentioned previously, for 2018, the Chairman and Chief Executive Officer have reported that, as specific induction sessions, they will be organising an inspection of the production facilities in Milan for the independent directors and the statutory auditors and will be inviting the directors to attend the meeting that the Company organises each year with middle and senior management of the Group concerning both the presentation of Group performance for the previous year and additional information regarding the Group's operations and development efforts.

## **15. RELATIONS WITH SHAREHOLDERS**

The Company has created a specific section on its website called "Investors ", which is easily identifiable and accessible and which contains important information about the Company for its shareholders so that they can exercise their rights in an informed manner. The Company has also created a special section of its website dedicated to corporate governance containing full documentation, including this report and an archive of past reports.

With regard to the publishing and storage of regulatory information pursuant to article 113 of the TUF we report that the company:

- ✓ from 28<sup>th</sup> May 2012 and until 14<sup>th</sup> January 2018 used the SDIR – NIS network managed by Blt Market Services, a company belonging to the London Stock Exchange Group, located at 6 Piazza degli Affari, Milano, for the transmission of regulatory information;
- ✓ from 15<sup>th</sup> January 2018, for the transmission of regulatory information, the Company makes use of the dissemination system "1Info SDIR" at [www.1info.it](http://www.1info.it), which is managed by Computershare S.p.A. based in Milan (Via L. Mascheroni 19) and has been authorised by CONSOB with Resolution no. 18994 of 30<sup>th</sup> July 2014;
- ✓ from 19 May 2014 uses the centralised storage system for regulatory information named "1Info" to store regulatory information. This can be consulted at the website [www.1info.it](http://www.1info.it) and it is operated by Computershare S.p.A. with registered offices in Milan and is authorised by the Consob with Resolution No. 18852 of 9<sup>th</sup> April 2014.

As part of the Company's organisational structure, Marianne Tatschke, the Investor Relations & Corporate Communications Manager, is the person responsible for managing relations with shareholders.

In addition, the tasks of the Group Legal Service and Corporate Affairs Office also include the task of looking after relations with shareholders in general.

The Investor Relations Department of the Company is also responsible for relations with financial analysts who cover the Company and with institutional investors. This department organises periodic conference calls regarding periodic financial information, and the documentation presented for these calls is also made available to the public on the Company's website and by way of the centralised storage system for regulatory information named "1Info" (see [www.1info.it](http://www.1info.it)).

## **16. SHAREHOLDERS' MEETINGS**

In accordance with Art. 9 of the By-Laws in force, Shareholders' Meetings are convened in the manner and within the legal time limits on the Company website and, where necessary due to mandatory provisions or decided by the directors, in the Official Gazette and in at least one of the following national newspapers: "Il Corriere della Sera", "La Repubblica", "La Stampa", "Il Giornale", "Milano Finanza", as well as according to other procedures provided for by the legislation and regulations currently in force.

Article 3 of Legislative Decree No. 91 of 18.6.2012 (the "Corrective Decree") has established that Shareholders' Meetings are convened by a notice published on the Company website by the thirtieth day prior to the date of the Shareholders' Meeting and also using other procedures and within the time limit set by the Consob with regulations issued in accordance with article 113-ter, paragraph 3 of Consolidated Finance Act, inclusive of the publication of extracts in daily newspapers. These provisions apply to Shareholders' Meetings for which the notice to convene is published after 1<sup>st</sup> January 2013.

Following amendments made by the Shareholders' Meeting of 13<sup>th</sup> April 2011 to the By-Laws, Art. 9 states that "notice to convene may also contain the date of meetings convened subsequent to the first. The Board of Directors may decide, if it considers it appropriate, to convene Ordinary and Extraordinary Shareholders' Meetings to be held following one single Notice of Meeting. In the case of a single call the legal majorities for that purpose apply."

Furthermore, that same Art. 9 of the By-Laws also states that: "Ordinary Shareholders' Meetings are called to approve the financial statements within one hundred and twenty days of the end of the company's financial year. Where permitted by the law, a Shareholders' Meeting may be convened within one hundred eighty days from the end of the financial year. Directors shall indicate the reasons for the delay in the report required by Article 2428 of the Italian Civil Code. Other than on the initiative of the Board of Directors, a Shareholders' Meeting may be called pursuant to the law by the Board of Statutory Auditors or by only two of its members, or upon the request of shareholders representing at least 5% of the capital stock."

In accordance with Art. 12 of the By-Laws in force, resolutions of ordinary and extraordinary meetings, on the first and successive calls, as well as for single calls, are valid if made in the

presence of the required number of persons and the majorities required by law. Therefore an ordinary Shareholders' Meeting is validly constituted in first call with the attendance of shareholders accounting for at least half of the share capital with voting rights at the meeting itself and resolutions are passed by an absolute majority of those participating, including abstentions.

An ordinary shareholders' meeting is validly constituted in second call no matter what proportion of the share capital is represented and resolutions are passed by an absolute majority of those participating, including abstentions.

An extraordinary shareholders' meeting is validly constituted in first call with the attendance of shareholders accounting for at least half of the share capital and resolutions are passed with the vote in favour of shareholders representing at least two thirds of the share capital.

An extraordinary shareholders' meeting is validly constituted in second call with the attendance of shareholders accounting for at least a third of the share capital and resolutions are passed with the vote in favour of shareholders accounting for at least two thirds of the share capital present at the meeting.

In the case of a single call: an Ordinary Shareholders' Meeting passes resolutions with an absolute majority, whatever the percentage of the capital stock represented and an Extraordinary Shareholders' Meeting is validly constituted when at least one fifth of the capital stock is represented and it passes resolutions with the vote in favour of at least two thirds of the share capital represented in the Shareholders' Meeting.

In relation to the right to participate in Shareholders' Meetings and voting rights, on the basis of Art. 83-*sexies* of the TUF, legitimate authorisation to participate in Shareholders' Meetings and to exercise voting rights is certified by a communication to the issuer, performed by the intermediary, in compliance with its accounting entries, certifying the party entitled to vote on the basis of information relating to the end of the accounting day of the seventh trading day prior to the date set for the Shareholders' Meeting in first call or a single call. Nevertheless the legitimate right to participate and vote remains, should the communications be received by the Company later than the aforementioned time limit, provided they are received before the commencement of the proceedings of each single session of the shareholders' meetings.

In accordance with Art. 10 of the By-Laws, those holding the right to vote may be represented by a written proxy, where no incompatibilities and limitations exist pursuant to the legislation and regulations in force. The Company may be notified of the proxy for participation in the Shareholders' Meeting by sending the document to the email address indicated in the Notice of Meeting.

Furthermore, Art. 135-*undecies* of the TUF, inserted by Legislative Decree No. 27/2010 introduced a *"Designated representative of a listed company"* *"unless the By-Laws stipulate otherwise, listed companies designate a representative for each Shareholders' Meeting to which shareholders may grant an authorisation, by the end of the second day of market trading prior to the date set for the Shareholders' Meeting in first or second call, with voting instructions on all or some of the motions on the agenda. The proxy is valid solely for proposals in relation to which voting instructions have been given."* At present Recordati's Corporate By-Laws contain no provisions in this respect, and this new provision is therefore considered applicable to future Shareholders' Meetings of the Company, until different provisions are introduced to the Company By-Laws.



The Board believes that there are no conditions that require the adoption of particular initiatives regarding attendance of Meetings and the exercise of voting rights by shareholders such as, for example, postal voting.

In accordance with Art. 127-ter of the TUF, shareholders may submit questions on the items on the agenda even before the Shareholders' Meeting. Answers are given to questions received prior to the Shareholders' Meeting, subject to verification of the relevance and the legitimacy of the asker, at the latest during the meeting itself and the Company has the right to give a single answer to questions having the same content.

In this respect article 127-ter of the Consolidated Finance Act, expressly allows the Company to set a time limit within which questions formulated prior to a Shareholders' Meeting must be received if they are to be considered. The time limit is at the discretion of the Company, but may not be greater than three days prior to the date of the Shareholders' Meeting (in first or single call) or five days prior to the Shareholders' Meeting with, however, the obligation of the Company to furnish a reply at least two days prior to the Shareholders' Meeting, which may be by publication on the Company website. Cases where a reply is not obligatory are then specified: when the information required is already available in the format "answer and reply" in the relevant section of the website and also when the reply has already been published on the website.

When implementing amendments made to the CG Code made in December 2011, the Board felt it would be advisable to draw up regulations for proceedings in Shareholders' Meetings, even though no particular difficulties had been encountered in past meetings. The objective is to further ensure that the proceedings in Shareholders' Meetings are well-organised and practical and to ensure that each shareholder is able to speak on the items on the agenda.

The Shareholders' Meeting held on 17<sup>th</sup> April 2013 approved the text of the Shareholders' Regulations proposed by the Board of Directors, which is available on the Company website at [www.recordati.it](http://www.recordati.it), in the corporate governance section.

In 2017, the Shareholders met once, on 11th April 2017 on first call with 78.595% of the share capital with voting rights in attendance. At this Ordinary Shareholders' Meeting, the Shareholders approved the financial statements for the year ended 31<sup>st</sup> December 2016, appointed the Board of Directors and the Board of Statutory Auditors, and authorised the purchase and use of treasury shares. The Shareholders' Meeting also cast a non-binding vote on the first section of the Remuneration Report.

For the extraordinary portion of the meeting, the Shareholders revoked the mandate granted on 19th April 2012 and granted the Board of Directors the powers in accordance with Articles 2420-ter and 2443 of the Italian civil code for a maximum total of €80,000,000 and €50,000,000. The Shareholders then consequently approved an amendment to Art. 6 of the By-Laws.

During this Shareholders' Meeting (at which, in addition to the Chairman, the following members of the Board of Directors were in attendance: Rosalba Casiraghi; Michaela Castelli; Mario Garraffo, chairman of the Remuneration Committee; Andrea Recordati, Vice Chairman and Chief Executive Officer; Fritz Squindo, chairman of the Committee for Internal Control; Marco Vitale, the Lead Independent Director; and the statutory auditors Marco Nava, chairman, and Livia Amidani Aliberti), the Chairman of the Board of Directors reported on the activity conducted and planned and answered a number of the Shareholders' questions. The volume containing a copy of the proposed separate financial statements and consolidated financial statements, with the accompanying reports and the Directors' Reports on the proposals



concerning items placed on the agenda was handed out at the entrance and also sent to shareholders who had taken part in recent meetings and who had requested one in order to ensure adequate disclosure of the necessary information so that they could take the decisions for which they are responsible with full knowledge of the facts. The above documentation, together with the results of the votes, has been made available and it may be consulted on the Company website [www.recordati.it](http://www.recordati.it) in the section: Investors, Shareholders' Meetings, 2017. The Remuneration Committee considered that there was no need to report to the Shareholders' Meeting on how it had carried out its duties, because that information was already contained in the Remuneration Report made available to shareholders before the meeting.

During the year, there were no significant changes in the market capitalisation of the Company's shares or in the composition of its corporate structure sufficient to require consideration of a proposal to the Shareholders' Meeting for changes to the Corporate By-Laws concerning the percentages established for the exercise of the actions and prerogatives provided for the protection of minorities.

#### **17. ADDITIONAL CORPORATE GOVERNANCE PRACTICES (PURSUANT TO ART. 123-BIS, PARAGRAPH 2, LETTER A) OF THE TUF)**

The Issuer does not apply any additional corporate governance practices, other than those described in the preceding sections of this Report.

#### **18. CHANGES OCCURRING SINCE THE END OF THE YEAR**

No changes in the structure of the corporate governance of the company have occurred since the end of the Year.

#### **19. OBSERVATIONS ON THE LETTER OF THE CHAIRMAN OF THE CORPORATE GOVERNANCE COMMITTEE OF 13<sup>TH</sup> DECEMBER 2017**

The recommendations in the letter of the chairman of the Corporate Governance Committee dated 13<sup>th</sup> December 2017 were brought to the attention, first, of the Chairman of the Board of Directors, the Chief Executive Officer, and the chairman of the Board of Statutory Auditors (to whom the letter was addressed) as soon as it was brought to the Company's attention in early February 2018. The letter was then distributed to all directors and statutory auditors on 28<sup>th</sup> February 2018.

The process of self-assessment of the Board of Directors and of its internal committees in relation to the 2017 financial year was held in January 2018, and the outcome was discussed at the board meeting of 8th February 2018. Therefore, although it was not possible to expressly include the recommendations contained in the aforementioned letter in the self-assessment process, we can report that the questionnaire used to conduct this process verified the adequacy of the various issues underlying the recommendations in said letter (including: information provided prior to board meetings, the creation of a nominations committee, and the contribution of the board in defining strategy plans and monitoring trends in operations).

For more information on the self-assessment process and on the outcome of same, see section 4.3.1 above.

Milan, 15<sup>th</sup> March 2018

for the Board of Directors

The Vice Chairman and Chief Executive Officer

Dr. Andrea Recordati

## **ATTACHMENT 1**

### **PROFESSIONAL OVERVIEW OF THE DIRECTORS AND STATUTORY AUDITORS**

#### **DIRECTORS**

##### **ALBERTO RECORDATI**

Alberto Recordati graduated from University of London King's College in 1977 with a degree in biochemistry and in 1984 successfully completed a research PhD within the Biochemistry Department of Charing Cross Hospital Medical School part of that same university.

He joined Recordati in 1984 as a researcher in the biochemistry laboratories. In 1987 he was appointed Head of the Planning and Product Development Office. From 1990 to 1992, he worked for the US subsidiary Pharmetrix Corp as research project coordinator. In 1992 he was appointed Industrial Manager for Biochemicals with responsibility for biochemical/microbiological research and for the Cascina dè Pecchi biochemical/fermentation production site. In 1995, he became Head of the Chemical Research and Technologies Division. In 1999, he was appointed director in charge of the fine chemicals sector and in 2004 Deputy Chairman of Recordati S.p.A.. He has held responsibility for co-ordinating the "Drug Discovery" and "Drug Development" activities of the Company since 2008 and also for licensing-in activities since 2011. On 16 august 2016, he was appointed Chairman of the Board of Directors of Recordati S.p.A.. He is also Chairman of the Board of Directors and Managing Director of FIMEI S.p.A..

##### **ANDREA RECORDATI**

Andrea Recordati gained a Bachelor of Arts in medieval and modern history from the University of London Royal Holloway and Bedford New College. Between September 1995 and March 1998, he participated in the SmithKline Beecham Management Access Program, in the United Kingdom, starting off as Assistant Product Manager in Consumer Healthcare and then, for one year, occupying the role of medical representative in Essex before becoming Project Manager responsible for the development and implementation of an innovative SmithKline Beecham marketing initiative.

He joined Recordati in 1998 as Project Leader for a project aimed at improving Sales Force productivity and better use of marketing investments. In April 1998, he joined the Board of Directors of the Company. In 1999, he was given responsibility for Pharmaceutical Business Development.

In March 2002, the Lercanidipine Business Unit was set up and he was appointed head of that unit. Since November 2002, he has been responsible for setting up the subsidiary Recordati Ireland and its industrial plant and, subsequently, for setting up the UK subsidiary. In September 2006, he was appointed Sole Director of the German subsidiary Recordati Pharma GmbH. In August 2007, the Northern and Central Europe Subsidiaries Division was set up and he was appointed head of that division. That division was enlarged in 2010 to include all western European companies. In February 2011 he was appointed General Manager of the International Pharmaceuticals Division. In July 2013 he was appointed Chief Operating Officer, being responsible for all the commercial and production activities of the Group and sitting on several boards of directors within the Group. On 16 august 2016, he was appointed as Vice Chairman and CEO of Recordati S.p.A.. He is also Vice Chairman of FIMEI S.p.A..

**ROSALBA CASIRAGHI**

Degree: Business Administration, Faculty of Economics a L. Bocconi University.

Official Registered Auditor. She started her career as cost accountant in a subsidiary of a U.S. corporation and then she has been Chief Financial Officer. After these work experiences, she has undertaken business and professional activities. Director and auditor in companies operating in industrial and financial sectors, listed and unlisted.

Board member in companies and other institutions:

- Member of Board of Recordati (listed company);
- Member of Board of Luisa Spagnoli;
- Member of Board of FSI SGR;
- Chairman of Statutory Auditors Board ENI (listed company);
- Member of statutory Auditors SEA Società Esercizi Aereoportuali;
- Member of statutory Auditors Whirpoolo Emea;
- Auditor of TIM Foundation.

Previous directorships:

2008 – 2018 Chairman of Statutory Auditors Board of NTV (Italo)

2016 – 2017 Chairman of Statutory Auditors Board of Banca Popolare di Vicenza (Fondo Atlante)

2014 – 2017 Chairman of Statutory Auditors Board of Persidera

2004 – 2017 Member of statutory Auditors F.I.L.A. (listed company);

2007 - 2016 Member of Supervisory Board of Banca IntesaSanpaolo (listed company);

2012 - 2016 Member of Board of Università degli Studi di Milano;

2012 - 2015 Chairman of Statutory Auditors Board Npl, Non Performing Loans;

2013 - 2015 Chairman of Statutory Auditors Board of Telecom Media (listed company);

2009 - 2014 Member of Board of NH Hotel S.A., hotels group (listed in Madrid Stock Exchange);

2008 - 2013 Chairman of Nedcommunity, the Italian Association of independent directors;

2008 - 2013 Chairman of Statutory Auditors Board of Banca CR Firenze;

2009 - 2012 Member of Board of Alto Partners Sgr, management firm of private equity funds;

2009 - 2012 Member of Board of Biancamano, waste management company (listed company);

2008 - 2012 Member of Statutory Auditors of Industrie De Nora;

2005 - 2006 Member of Statutory Auditors Board of BancaIntesa (listed company);

2003 - 2006 Member of Statutory Auditors Board of Telecom Italia (listed company);

2001 - 2003 Member of Board of Banca Primavera;

1999 - 2003 Member of Statutory Auditors Board of Pirelli (listed company);

1986 - 2000 Member of Board of Gpf&Associati, institute of market research;

1994 - 2001 Member of Italian Commission on Privatization at the Italian Ministry of Economy and Finance.

### **MICHAELA CASTELLI**

She worked in leading Italian law firms dealing with corporate law and financial markets. She consolidated her professional experience in Borsa Italiana S.p.A., where she assisted listed companies with respect to extraordinary transactions, price sensitive information, compliance and corporate governance. She held the position of secretary of the scientific committee that was responsible for updating the listed companies' Code of Conduct and she was responsible for listing legal department in charge of the admission to listing of shares and other financial instruments, with delegations on sensitive procedures.

She participated in consultation procedures on regulations and on the preparation of company operating procedures for the market management's company, CONSOB supervised entity.

Expert in the organization, corporate compliance, internal controls, and legislation 231.

Consultant and member of Boards of Directors of listed companies, auditor in boards of statutory auditors and member of numerous supervisory bodies.

Author of professional publications and lecturer in several continuous education courses on corporate law and financial markets; participation in numerous conferences as a speaker.

She currently holds the following positions:

#### Board of Directors

- Member of the Board of Directors, Chairman of the Internal Control Committee, member of the Related Parties Committee and of the Ethical and Sustainability Committee of Acea S.p.A..
- Member of the Board of Directors, Chairman of the Internal Control Committee of Sea Aeroporti di Milano S.p.A..
- Member of the Board of Directors, Chairman of the Internal Control Committee, Chairman of the Related Parties Transaction Committee and Member of the Remuneration Committee of Istituto Centrale delle Banche Popolari Italiane S.p.A. (Nexi Group).
- Member of the Board of Directors and of the Compensation Committee and Internal Control and Sustainability Committee of Recordati S.p.A..
- Member of the Board of Directors, Member of the Remuneration Committee and Internal Control Committee of La Doria S.p.A..
- Member of the Board of Directors, Member of the Remuneration Committee and Related Parties Committee of Stefanel S.p.A..
- Member of the Board of Directors of My Best S.p.A..

#### Board of Statutory Auditors

- Member of the Board of Statutory Auditors of Nuova Sidap S.r.l. (Autogrill S.p.A. Group)
- Member of the Board of Statutory Auditors of Eurtel S.r.l. (Eur S.p.A. Group)
- Member of the Board of Statutory Auditors of Autogrill Italia S.p.A.
- Member of the Board of Statutory Auditors of Autogrill Europe S.p.A.

#### Supervisory Board

- Chairman of the Supervisory Board of Teva s.r.l. (Teva Pharmaceutical Industries Ltd Group, listed in the NYSE).
- Member of the Supervisory Board of Sea S.p.A.
- Chairman of the Supervisory Board of La Doria S.p.A.

**ELISA CORGHI**

After graduating cum laude in 1996 in Business Administration at the Bocconi University in Milan, Ms. Corghi gained experience as a brand manager in the marketing departments of Barilla Alimentare and Kraft Foods, developing and managing the marketing plan of best selling products in both companies.

Subsequently, as senior sell-side analyst in Intermonte SIM, a leading independent broker and investment bank on the Italian market of which she was partner, she focused for fifteen years on the financial analysis of listed companies in the consumer sector (Parmalat, Autogrill, Campari, Diasorin, Recordati, Amplifon, Indesit Company, De'Longhi, Saeco) with primary responsibility, and in the luxury sector (Luxottica, Tod's, Brunello Cucinelli, Ferragamo, Bulgari) with secondary responsibility. In this role she was responsible for the in-depth analysis of corporate business plans and accounts; the development of estimates and valuation models to assess stocks' fair value; the definition of investment cases; the discussion of investment recommendations with sales and institutional investors and the organization of roadshows in Europe and the US with companies' top management and investors. She cooperated with a digital start-up in the fashion industry, and she initiated and participated in the due diligence process for an M&A transaction in the luxury sector. She's member of BoD of Pitti Immagine and Cornelian, and of listed companies Tecnoinvestimenti (also Member of Internal Control Committee) and Basicnet (also Member of Internal Control Committee and of Compensation Committee).

**PAOLO FRESIA**

Native from Turin, Italy, Paolo holds a First Class Joint Honours B.A. degree in Philosophy and Economics from UCL, University College London. Starting from 2008, he worked with Goldman Sachs as an intern and then full time as fixed income sales trader.

He left the City in 2010 to pursue an M.Phil. in Development Studies at Trinity Hall, University of Cambridge. From late 2011 to early 2013, Paolo worked with the humanitarian NGO Médecins Sans Frontières – Doctors Without Borders. He was posted to Haiti for a year as the mission's Financial Coordinator.

In spring 2013, he moved to Asia to study Mandarin Chinese and – since September 2013 – has been a sustainability and corporate social responsibility consultant at BSR, Business for Social Responsibility, in their Hong Kong office.

**MARIO GARRAFFO**

Mario Garraffo graduated in Economics from the "Bocconi" University in Milano in 1960.

From 1960 to 1970, he was Controller and Development Director at La Centrale Finanziaria Generale, a holding company mainly invested in public utilities (communication and energy). From 1970 to 1980, he was Investment Director at the IFI group; from 1980 to 1985 he was Chief Executive Officer of IFIL- Finanziaria di Partecipazioni and from 1985 to 1993 President of IFINT (now EXOR). In 1993, he was appointed Chief Executive Officer of Lazard Italia until the acquisition of Vitale, Borghesi & Co. in 1998. Thereafter, he was appointed Chief Executive Officer of UNIM – Unione Immobiliare, a post which he held until the year 2000, when he was appointed as Chairman of General Electric Italia until 2004. He was then a Senior Advisor for General Electric Europe from 2004 until 2007.

He is an Independent Director, a Member of the Audit and Risk Committee and Chairman of the Compensation Committee at Recordati S.p.A..

He has been a Trustee of the Johns Hopkins University of Baltimore and a Trustee of the Johns Hopkins School for Advanced International Studies (SAIS) in Bologna.

From 1995 to 2006 he was President of the Bocconi University Alumni Association and is a lifetime member of the Donna Javotte Bocconi Foundation's (Bocconi University's founding Entity) Board of Directors.

Dr. Garraffo holds the following additional positions:

- Independent Director, Member of the Audit and Risk Committee and of the Compensation Committee of ANSALDO STS SpA.
- Independent Director of Quadrivio Capital Sgr SpA.

### **FRITZ SQUINDO**

Fritz Squindo graduated "cum laude" in Economics at the Bocconi University in Milan, Italy. He started his career in 1981 in Telettra S.p.A., a telecommunications company within the Fiat Group, where he was employed in the finance department. In 1986 he joined Sanofi S.p.A., the Italian subsidiary of the French pharmaceutical group Sanofi, where he was first Head of Finance and, as from 1990, Head of Management Accounting. In 1992 he joined Recordati S.p.A. as Head of the Management Accounting department. In 1995 he was appointed Chief Financial Officer and in 2008 also became Managing Director. Since 2013 Mr. Squindo is a member of the Board of Directors of Recordati S.p.A. and is also part of the managing bodies of several Recordati Group companies.

### **MARCO VITALE**

Marco Vitale, business economist. He has been teaching for several years business economy at Pavia University (where he also studied at the famous Ghislieri College); Bocconi University, Milan; Libero Istituto Universitario Carlo Cattaneo (for which he was vice-president, President of the Scientific Committee, and responsible for management area and which he contributed to create). He has been chairman of Istud (Foundation for the business culture and management), which he also contributed to re-launch, and has been co-ordinator for management area of ISTAO, post-degree management school founded by the economist Prof. Giorgio Fuà.

Former partner of Arthur Andersen & Co., he is founding partner and president of Vitale-Novello & Co. S.r.l., then Vitale-Zane & Co. Srl, top management consulting firm. In this context, he is consultant and member of the board of directors for many important companies.

He has been president from 1984 to 2003 of A.I.F.I. (Italian Venture Capital and Private Equity Association) and promoter and first president of Arca Group, the mutual fund company of popular banks.

He has been Vice-president, member of the board and of the Executive Committee of Banca Popolare di Milano from 2001 till 2009 and was Chairman of Bipiemme Gestioni S.G.R., the Asset Management Company of the BPM Group.

Member of the Board of Olivetti Foundation; member of the Board of FAI Foundation, and member of the Board of Pavia University. He is a member of UCID Brescia.

He has been President from March 2010 to June 2013 of Fondo Italiano di Investimenti SGR SpA, constituted by the Treasury Ministry, Confindustria, ABI, Banca Intesa, Unicredit, Monte Paschi, Crediop and some popular banks, with a capital of 1.2 billion Euro, with the aim of sustaining development projects and internationalization of little medium companies.

He has been appointed to several important public tasks.

He contributes to important leading newspapers and business magazines.



He published several books including: Società, bilanci e borse valori in un mercato mobiliare evoluto (Etas-Kompass); La riforma delle società per azioni (Giuffré); La lunga marcia verso il capitalismo democratico (Ed. Il Sole-24 Ore); Liberare l'economia: le privatizzazioni come terapia alla crisi italiana (Ed. Marsilio); Le Encicliche sociali, il rapporto fra la Chiesa e l'economia (Ed. Il Sole-24 ore); Sviluppo e Spirito d'Impresa (Ed. Il Veltro); America. Punto e a capo (Scheiwiller); Il Mito Alfa (Egea editore, Bocconi); Lezioni di Impresa, da tempi e luoghi diversi – I proverbi di Calatafimi (Piccola Biblioteca Inaz, 2008); Gli angeli nella città (ESD Edizioni); Passaggio al Futuro, Oltre la Crisi attraverso la Crisi (Ed. Egea, Bocconi); Corruzione (ESD Bologna 2010); Responsabilità nell'impresa (Piccola Biblioteca d'Impresa Inaz, 2010); Spiritualità nell'impresa (Piccola Biblioteca d'Impresa Inaz, 2011); Viaggio nello sport italiano (ESD Edizioni, 2011).

He was editor in Italy and USA of the bilingual version of the essay of Carlo Cattaneo: "Intelligence as a principle of public economy".

Good mountain-climber, he has covered great part of Italy by bicycle, a good way to observe the Italian economy as it really is and not as people say to be.

Prof. Vitale holds the following additional positions:

- Director ERMENEGILDO ZEGNA HOLDITALIA SpA.
- Director LUVE SpA (listed company).
- Director SMEG SpA.
- Director Banca Passadore SpA.

## **MEMBERS OF THE BOARD OF STATUTORY AUDITORS**

### **STATUTORY AUDITORS**

#### **ANTONIO SANTI**

Graduated in Business Administration - University of Rome "La Sapienza" in 2002, PhD in Business Administration - University of Rome "Roma 3" - School of Law and Economics "Tullio Ascarelli" in 2009.

Registered with the Register of Italian Corporate and Tax Affairs Experts (*Albo dei Dottori Commercialisti*) in december 2006.

Registered with the Register of Certified Auditors (*Registro dei Revisori Contabili*) in april 2007. He carries out advisory activities with regards to management of merger and acquisition processes, economic and financial feasibility studies, appraisal of the value of companies, company branches and intangible assets, fairness opinions on m&a acquisition prices and aspects related to individual and consolidated balance sheets.

He is CONI's Accounting Auditor and holds positions in the following companies:

1. Member of the Board of Directors of Enav S.p.A. – listed company;
2. Member of the Board of Directors of Studio Laghi S.r.l.;
3. Chairman of the Board of Statutory Auditors of Acea Produzione S.p.A. – Acea Group;
4. Chairman of the Board of Statutory Auditors of F.A.I. Service S. COOP.;
5. Chairman of the Board of Statutory Auditors of C-Zone S.p.A. in liquidation;
6. Chairman of the Board of Statutory Auditors of CQS Holding S.r.l. in liquidation;
7. Chairman of the Board of Statutory Auditors of Ktesios Holding S.p.A. in liquidation;
8. Chairman of the Board of Statutory Auditors of LKTS S.p.A. in liquidation;
9. Statutory auditor of Acea Liquidation and Litigation S.r.l. – Acea Group;
10. Statutory auditor of Asscom Insurance Brokers S.r.l..

#### **LIVIA AMIDANI ALIBERTI**

Livia Amidani Aliberti graduated in Economics and Commerce at LUISS (Rome, Italy) and holds a Master level Diploma from FT-Pearson (UK). She has recently completed the INSEAD Certificate of Corporate Governance. She holds FCA status (CF1, 10, 11, 30); registered with the *Albo dei Dottori Commercialisti* (Association of Chartered Accountants) of Rome and a member of the Scientific Committee of NedCommunity. Executive director in charge of compliance and controls in FCA regulated entities. With more than ten years of consulting and research in corporate governance, her specialties include AIM Listings, Corporate Governance Assessment and Redesign, Strategic Evaluation of Boards; she is also engaged in gender diversity research and consulting. She is the author of several publications on gender diversity and directors.

Livia Amidani Aliberti occupies the following positions as corporate director:

- LVenture Group S.p.A. (listed company: Italy, MTA): independent director, chair of the Control and Risk Committee and Chair of the Related Party Transactions Committee.
- Neodecortech S.p.A. (AIM Italy): independent director, chair of the Control, Risk, Remuneration, Nomination and OPC Committee.
- Amnesty International Charitable Trust UK (Company Limited by Guarantee): non- executive director, member of the Finance Audit and Risk Committee.
- Bayes Investments Ltd, UK: executive director.
- Quantyx UK Ltd: executive director.

**MARCO NAVA**

Marco Nava graduated in Economics and Commerce and in Jurisprudence at the *Università Cattolica del Sacro Cuore* of Milan. He started his career as an accountant in 1988. He has been registered as an auditor since the first publication of the register (1995). He performs his principal activity as an accountant with his own offices in a partnership of accountants and lawyers. He is a statutory auditor and external auditor for companies operating in various sectors.

Marco Nava holds positions in the following companies:

1. Director of Nava Viganò Revisori Associati Srl.
2. Sole director of Tazat Srl.
3. Director Sifact Ricerca e Servizi srl.
4. Chairman of the Board of Statutory Auditors of Cavenaghi SpA.
5. Chairman of the Board of Statutory Auditors of Dott. G. Cavenaghi SpA.
6. Chairman of the Board of Statutory Auditors of Euclidean SIM SpA.
7. Chairman of the Board of Statutory Auditors of Fratelli Re SpA.
8. Chairman of the Board of Statutory Auditors of Italchimici srl.
9. Chairman of the Board of Statutory Auditors of LCS SpA.
10. Chairman of the Board of Statutory Auditors of Max Moda SpA.
11. Chairman of the Board of Statutory Auditors of Prodotti Naturali SpA.
12. Chairman of the Board of Statutory Auditors of RBR Valvole SpA.
13. Chairman of the Board of Statutory Auditors of Synlab Italia srl.
14. Chairman of the Board of Statutory Auditors of ICCS Spa.
15. Chairman of the Board of Statutory Auditors of Data Medica Padova Spa.
16. External Auditor Associazione Italiana Medicina Nucleare (AIMN).
17. External Auditor Società Italiana di Biochimica Clinica (SIBIOC).
18. External Auditor Musixmatch SpA.
19. External Auditor Tensive srl.
20. Statutory Auditor Beaumanoir Italy srl.
21. Statutory Auditor Campo SpA.
22. Statutory Auditor Fimei SpA.
23. Statutory Auditor Giuseppe & Fratelli Bonaiti SpA.
24. Statutory Auditor Innova Pharma SpA.
25. Statutory Auditor J Colors SpA.
26. Statutory Auditor Junionfin SpA.
27. Statutory Auditor National Instruments Italy srl.
28. Statutory Auditor S.I.S.A. Società Italiana Spalmature ed Affini SpA.
29. Statutory Auditor Twister Communications SpA.
30. Statutory Auditor Yazaki Europe Limited Italia srl.
31. Statutory Auditor Synlab Holding Italy Srl.
32. Statutory Auditor Avio San Michele srl.
33. Statutory Auditors of Recordati SpA.
34. Sole Member of Compliance Committee Giuliani SpA.
35. Sole Member of Compliance Committee CM Engineering srl.

**ALTERNATE AUDITORS**

**PATRIZIA PALEOLOGO ORIUNDI**

Born in Milan on January 24<sup>th</sup> 1957, she is a 1980 Business Administration graduate of Università Commerciale L. Bocconi.

She is a member of the Milan Association of Certified Public Accountants since 1983 and a financial auditor since 1995.

She has been built up her career working for renowned law firm specialized in tax regulation, becoming an expert in consulting for multinational and for non-commercial companies, tax litigations, in addition to legal and administrative control of companies, foundations and associations. She also deals with real estate, insurance and energy companies.

She has 30-years of experience as legal controller and member of the Supervising Body established by Legislative Decree no. 231/01.

Foreign Languages: English, Spanish and French.

She occupies the following management and supervisory positions in other companies:

- Chairman of Auditors' of the Associazione "Valore D – Donne al vertice per l'Azienda di Domani";
- Chairman of the Board of Statutory Auditors of Chiara Assicurazioni spa;
- Chairman of the Board of Statutory Auditors of Close up spa;
- Chairman of Auditors' of Consorzio Universitario per l'Ingegneria nelle Assicurazioni;
- Statutory Auditor of Esprinet spa;
- Statutory Auditor of Ge.si.ass scarl;
- External Auditor of Fondazione Antonio e Giannina Grillo Onlus;
- Chairman of the Board of Statutory Auditors of Helvetia Vita spa;
- Statutory Auditor of ICIM spa;
- Chairman of the Board of Statutory Auditors of Helvetia Italia spa;
- Shareholder Director of Quisi snc di Patrizia Paleologo & C;
- Sole Auditor of Simoro srl;
- Statutory Auditor of Virgin Active spa;
- Statutory Auditor of Banca Farmafactoring spa.

**ANDREA BALELLI**

Graduated cum laude in Economics at La Sapienza University of Rome in 2000. Business Advisor, Certified Public Accountant and Auditor.

He started his professional experience at PricewaterHouseCoopers. He subsequently worked at the Government Printing Office and Mint and Capitalia Service Jv in Rome.

He then moved to Milan working for Archon Group (Goldman Sachs Group) as Vice President of the Corporate Accounting Team.

He is now top management advisor for both public and private companies on strategic, organizational and financial aspects such as M&A advisory (including mergers, acquisitions, spin-offs, liquidations, fairness opinions); corporate valuations; strategic plans; business and debt restructuring; performance measurement and control systems; organizational models pursuant to legislative decree 231 of 2001.

He is member of the Board of Directors and the Board of Statutory Auditors for companies operating in various sectors.

He occupies management and supervisory positions in the following companies:

- Sole Director of Fedaia Spv Srl;
- Sole Director of Forward. Red Srl;
- Sole Director of Gardenia Spv Srl;

- Sole Director of Italian Credit Recycle Srl;
- Sole Director of Restart Spv Srl;
- Sole Director of Rienza Spv Srl;
- Sole Director of Re Vesta Srl;
- Director of Venom Holding Srl;
- Statutory Auditor Airport Cleaning Srl;
- Statutory Auditor of Leonardo Energia Scarl;
- Statutory Auditor of Pillarstone Italy SpA;
- Statutory Auditor of Pillarstone Italy Holding SpA;
- Statutory Auditor of PS Reti SpA;
- Chairman of the Board of Statutory Auditors of Salvatore Ferragamo SpA;
- Chairman of Supervisory Body ex D.Lgs 231/2001 of Salvatore Ferragamo SpA;
- Statutory Auditor of Sirti SpA.